



**For Facility Managers**

**Part**

# **Tools for Implementing Incremental Seismic Rehabilitation in Existing Hotel and Motel Buildings**

## **Introduction**

*An owner or operator of hotel and motel buildings or a hotel and motel facility manager charged with the responsibility of implementing a program of incremental seismic rehabilitation may be entering unfamiliar territory. Part C of this manual is intended to provide the owner, operator, and facility manager with information and tools regarding building systems, maintenance, repair, and rehabilitation that should be of assistance in implementing such a program.*

*A program of incremental seismic rehabilitation is likely to be more affordable and less disruptive if specific increments of seismic rehabilitation are integrated with other maintenance and capital improvement projects that would be undertaken regardless of whether or not seismic issues were being addressed.*

## **Guide to Sections C.1 and C.2**

Section C.1, How to Use Engineering Services, provides the facility manager with practical information on the special services offered by seismic rehabilitation professionals. Several essential activities must be carried out by the facility manager in order to successfully implement a program of incremental seismic rehabilitation. (These activities are identified and

discussed in Part B of this manual.) Some of these activities may require professional architectural and engineering services that differ from or exceed the traditional services usually retained by hotel and motel building owners.

Section C.2, *Discovering Integration Opportunities for Incremental Seismic Rehabilitation*, provides the facility manager with a set of tools to link specific increments of seismic rehabilitation with specific maintenance and capital improvement projects. These tools will assist the facility manager in defining appropriate scopes of work for projects that will include incremental seismic rehabilitation actions.

Appendix II to this manual, *Integration Opportunities for Incremental Seismic Rehabilitation for Small Organizations and Individual Owners*, presents integration opportunities for owners with limited professional facility management support, who are also likely to be their own operators.

A companion document, *Engineering Guideline for Incremental Seismic Rehabilitation*, FEMA 420, provides design professionals with additional technical guidance for the detailed design of specific rehabilitation projects.

## In Brief

- **Engineering services should be retained for three specific phases: seismic screening and evaluation, incremental seismic rehabilitation planning and design, and construction period support.**
- **Continuity of building documentation is of special importance.**

## C.1 How to Use Engineering Services

To successfully implement integrated incremental seismic rehabilitation, a hotel owner or operator should retain engineering services for three specific phases:

- Seismic screening and evaluation
- Incremental seismic rehabilitation planning and design
- Construction period support

In the case of managed—as opposed to franchised—hotels and motels, the operator may recommend that the owner retain these engineering services, or the owner may retain the services of the operator’s architect/engineer.

### *Seismic Screening and Evaluation*

Seismic screening and evaluation of the owner’s hotel and motel building inventory begins with a review of archival drawings and specifications, if available, to determine the types of construction used. This determination is essential for all subsequent phases. If drawings and specifications are not available, this determination must be made on the basis of visual inspection. In the case of potentially vulnerable buildings, the operator may initiate such a review.

Following this review, building inventories at one location or region should be screened in a process based on FEMA 154, *Rapid Visual Screening of Buildings for Potential Seismic Hazards: A Handbook, Second Edition*. The goal of the screening is to identify vulnerabilities in the inventory. Buildings that have little or no vulnerability are removed from further scrutiny.

For the buildings identified as vulnerable, the next category of service is a detailed seismic evaluation using ASCE 31, *Seismic Evaluation of Existing Buildings*, which is based on FEMA 310, *Handbook for the Seismic Evaluation of Existing Buildings: A Prestandard*. Hotel and motel building owners with few buildings, or operators concerned about potential vulnerability of a particular building, may begin with this evaluation, which addresses individual buildings and identifies both structural and nonstructural deficiencies that require rehabilitation. The output of each building evaluation is a list, possibly prioritized, of needed specific rehabilitation actions.

An owner or operator may retain the services of a single engineering firm to perform both the screening and evaluation, or it can retain a firm for screening and one or more firms for building evaluation.

### ***Incremental Seismic Rehabilitation Planning and Design***

A complete seismic rehabilitation plan covering all the deficiencies identified in the evaluation should be prepared for each building that has been evaluated. This can be done using ASCE 31 and FEMA 356, *Seismic Rehabilitation of Buildings*. However, in incremental seismic rehabilitation the correction of all the deficiencies is not implemented at once, but rather in discrete increments over a period of time. In order to accomplish this, it is necessary to carry out four specific steps:

- Establish target seismic performance levels
- Prioritize seismic rehabilitation opportunities
- Define increments
- Integrate seismic rehabilitation into maintenance and capital improvement programs

Each of these steps, and how it relates to owner and operator responsibilities, is amplified in the discussion of the hotel and motel building planning phase in Section B.2.

The potential for unintentional weakening of the building as the result of a particular increment should be carefully analyzed and must be avoided. This subject is discussed in more detail in the companion document, *Engineering Guideline for Incremental Seismic Rehabilitation*, FEMA 420.

Seismic rehabilitation planning and design may be carried out by the same engineering firm that performed the evaluation, or by a separate firm. Close coordination with the owner's and operator's risk management functions is a prerequisite for the successful implementation of performance objectives and prioritization steps. The definition of increments and integration of activities will also require close coordination with financial managers so as to be consistent with budgeting and funding processes, as discussed in Part B. The contractual agreement covering this work should reflect the fact that some of the work is implemented immediately and some of the work is left to the future.

### ***Construction Period Support***

Construction period support for incremental seismic rehabilitation is much the same as for any other construction project. The plans and specifications should be implemented correctly, and all specified quality control measures should be followed. All substitutions or changes should be carefully analyzed by the design professionals in terms of their seismic implications. Particular attention should be paid to the proper bracing and anchorage of nonstructural elements undergoing rehabilitation.

### ***Continuity of Building Documentation***

Assuring the continuity of building documentation is of particular importance for incremental seismic rehabilitation. The rehabilitation of each individual building may be staged over a period of several years or decades as discussed in Section B.2. The screening, evaluation, planning, and design may be split among several engineering firms. Institutional memory may disappear as owner or operator personnel, and even building ownership and/or operation, changes. It is therefore essential that the hotel and motel facility

manager document all aspects and requirements of seismic rehabilitation from the earliest building screening through evaluation, seismic rehabilitation planning, and completion of each increment of seismic rehabilitation, paying special attention to the scheduling of follow-up requirements and actions over time.

### ***Fees for Professional Services***

The professional services required to implement incremental seismic rehabilitation, as discussed above, clearly exceed the scope of traditional architectural/engineering design services. An appropriate fee structure for these new services will need to be developed and integrated into the budgeting process.

## **In Brief**

- Opportunities to add seismic rehabilitation increments exist within most major maintenance and capital improvement activities.
- Incremental seismic rehabilitation opportunities are suggested for nine specific maintenance and capital improvement categories.

## ***C.2 Discovering Integration Opportunities for Incremental Seismic Rehabilitation***

In order to benefit from opportunities to integrate incremental seismic rehabilitation with other maintenance and capital improvement activities, it is useful to discuss these activities as they are typically undertaken in hotel and motel buildings. Most hotel and motel building owners and operators are familiar with their respective building inventories and the related patterns of maintenance and capital improvement. A significant parameter of patterns of maintenance and capital improvement may be the operator's or franchiser's hotel brand standards. Aggregate national data is of no particular relevance to a given owner or operator, but may be of general interest and is summarized in the sidebar on the opposite page.

### ***Categories of Maintenance and Capital Improvement Projects***

Hotel and motel owners and operators often categorize maintenance and capital improvement projects in two groups: escrow improvements (usually under the authority of the operator) and outside escrow improvements (usually under the authority of the owner, but sometimes required by the operator). Within these groups are the following nine categories of projects:

#### **Outside escrow**

1. Roofing maintenance and repair/re-roofing
2. Exterior wall and window maintenance/façade modernization
3. Fire and life safety improvements
4. Public and service area modernization (usually at acquisition or change of operator)
5. Underfloor and basement maintenance and repair
6. Heating, ventilating, and air conditioning (HVAC) upgrade and energy conservation/indoor air quality improvement
7. Hazardous materials abatement (usually at acquisition or change of operator)

#### **Escrow**

8. Guestroom finishing, furniture, and equipment (FF&E)
9. Public area FF&E

These categories reflect groupings of building elements, administrative and funding categories, categories of spaces, or other parameters. Some

owners or operators may use other categorizations of maintenance and capital improvement work. The purpose of this discussion is not to impose any particular categorization of work, but simply to demonstrate the characteristics of a given item of planned work that may make it particularly suitable for integration with particular incremental seismic rehabilitation measures. These pairings of seismic rehabilitation measures with other categories of work are referred to in this section as “integration opportunities.” Owners, operators, and facility managers using this manual are encouraged to modify the work categories to suit their own practices.

### ***Work Descriptions and Matrices of Seismic Performance Improvement Opportunities***

Nine sections, C.2.1 through C.2.9, provide the facility manager with information used to identify incremental seismic rehabilitation opportunities that can be combined with maintenance and capital improvement projects. The information becomes a tool, a technical framework or basis for action, that can be communicated to the architect or engineer selected to work on any project resulting from an integration opportunity.

These sections present the expanded descriptions of each of the work categories defined above in a consistent format. Each category is described in terms of:

- General description
- Physical description
- Associated incremental rehabilitation work
- Performance of the work
- Special equipment
- Impact on building use

Matrices of possible specific integration opportunities, one matrix for each work category (Tables C-1 through C-5), accompany the descriptions of the first five categories of maintenance and capital improvement projects. These include:

- Roofing maintenance and repair/re-roofing
- Exterior wall and window maintenance/façade modernization
- Fire and life safety improvements
- Public and service area modernization
- Underfloor and basement maintenance and repair

The integration opportunities for the next two categories of work are defined by reference to one or more of these five matrices. An additional matrix of integration opportunities (Table C-6) is provided for the work category “guestroom finishing, furniture, and equipment (FF&E),” and the integration opportunities for the final work category, “public area FF&E,” are defined by reference to one of the six matrices.

Note that “hotel and motel building additions” are a category of typical capital improvement that is not included among the nine categories listed at the beginning of this section. Additions may have been constructed on hotel and motel buildings over the course of their useful lives. Current additions will be designed to meet the seismic requirements of the building code. Additions may also offer opportunities to strengthen an adjacent building or buildings. These opportunities require careful design and analysis, and they are not

## **Generalized Maintenance and Capital Improvement Data**

Whitestone Research (a private market research organization) indicates that expenditures for maintenance and repairs over a building’s life exceed replacement costs for most building types and configurations, including hotels and motels.

The predominant categories of maintenance and repair activities for small motels (the only category reported) are, first, mechanical systems, followed by plumbing systems, interior finishes, and interior construction. All these activities offer opportunities for integration with incremental seismic rehabilitation work.

The timing of the work is also highly predictable. The top 6 years of expense account for about 52% of building replacement. With regularity, years 10, 20, 25, 30, 40, and 50 are the highest expense years, in roughly increasing order, with year 50 incurring about 15% of replacement costs for outsourced repair and renovation expenses.

These patterns suggest significant opportunity (and tendency) to implement strategies like incremental rehabilitation at specific points over the service life of a hotel or motel building. They also imply specific target periods when the strategies could most likely be considered and implemented. Building age becomes a very important characteristic for incremental seismic rehabilitation.

specifically identified in the integration opportunities matrices (Tables C-1 through C-6). Furthermore, inadequately designed additions, without proper joints or connections to the existing building, could actually cause damage in an earthquake as different sections of the building pound against each other.

The seismic performance improvements shown in the matrices fall into three categories:

- Indicates improvements that can be implemented when the integration opportunity arises, on the basis of a quick evaluation by a design professional. These types of improvements address deficiencies that may be identified in an ASCE 31, *Seismic Evaluation of Existing Buildings*, Tier 1 analysis.
- Indicates improvements that can be implemented when the integration opportunity arises and that require engineering design. These types of improvements address deficiencies that may be identified in an ASCE 31 Tier 1 or Tier 2 analysis.
- ⊗ Indicates improvements that require engineering analysis to determine if they should be implemented when the integration opportunity arises to avoid unintentionally increasing the seismic vulnerability by redistributing loads to weaker elements of the structural system (sequencing requirements).

The absence of any of these symbols in a matrix cell indicates that the improvement in question is not applicable to the particular structural type. The specific placement of each of these symbols (■, □, ⊗) or the absence of a symbol is based on professional judgment considering typical construction. However, exceptions leading to changes in these categories may arise in specific buildings.

Integration opportunities for incremental seismic rehabilitation are a function of three levels of seismicity: low, moderate, and high. The definitions of these levels are those used in ASCE 31, *Seismic Evaluation of Existing Buildings*, and FEMA 356, *Seismic Rehabilitation of Buildings*. They include both seismic zonation and soil conditions. The soil conditions at the site may affect the level of seismicity and must be taken into account. For example, soft soil may amplify seismic forces on some buildings. The method for determining the level of seismicity is given in Section 2.5 of ASCE 31. Significantly fewer seismic improvements are recommended for low levels of seismicity than for the higher levels because seismic vulnerability is lower. The seismic improvements recommended for moderate and high levels of seismicity are the same in number, but differ in the details of the improvements to reflect the different magnitudes of seismic loads encountered in the two levels.

Incremental seismic rehabilitation integration opportunities for each category of work are a function of building structural type. This manual uses five broad structural types, selected to be meaningful to hotel and motel facility managers. The materials used for the building's vertical load-resisting system can be used to categorize the following structural types:

- wood
- unreinforced masonry
- reinforced masonry
- concrete
- steel

The latter two structural types, concrete and steel, are broken down further into those with wood floors and roofs (flexible diaphragms) and concrete

floors and roofs (rigid diaphragms). This breakdown covers an important parameter that determines how lateral loads are distributed to load-resisting elements of the structures. Structures with flexible diaphragms distribute earthquake loads based on proportional or tributary area between shear-resisting elements (shear walls or frames). Flexible diaphragms allow a straightforward analysis of loads in each shear element. Structures with rigid diaphragms distribute earthquake loads based on the relative rigidity of the individual shear-resisting elements. Rotational (twisting) forces may be introduced that must also be resisted by these and other elements. Rigid diaphragms require more detailed analysis that may have to be conducted for each increment of the proposed strengthening program.

The facility manager using this section to identify incremental seismic rehabilitation integration opportunities in a particular building should use Sections C.2.1 through C.2.9 and the matrices therein as follows:

- Determine the category of maintenance or capital improvement under consideration, and go to the section that corresponds most closely to that category.
- Determine the level of seismicity applicable to the building by considering the seismic map and the soil conditions, and identify the applicable rows of the matrix.
- Determine which of the seven structural categories most closely fits the building, and identify the applicable column of the matrix.
- List all the nonstructural and structural seismic improvements identified in the matrix column and rows.
- Note the category of each improvement (■, □, ☒).

The facility manager should present to the architect or engineer the annotated list of all the nonstructural and structural seismic improvements identified for consideration and inclusion in the respective scope of design work. The architect or engineer should design the project using the companion document, *Engineering Guideline for Incremental Seismic Rehabilitation*, FEMA 420, which includes more detailed guidance on incremental seismic design. The architect or engineer designing the incremental seismic rehabilitation program will most likely break down the seven structural type categories into further subcategories, as used in ASCE 31 or FEMA 356. These categories and subcategories are discussed in detail in FEMA 420.

### **Definitions of Seismic Performance Improvements**

The seismic performance improvements, both nonstructural and structural, that are included in the matrices of integration opportunities described in the preceding paragraphs and included in Sections C.2.1 through C.2.5 and Section C.2.8, are all extracted from a generic list of seismic performance improvements. The generic list is presented in Section C.2.10, which includes brief related explanations for each item on the list. The user of this manual can identify specific seismic performance improvements in the respective project category matrices and may then refer to these definitions for additional explanation of the involved activities.

The generic nonstructural improvements in C.2.10 are numbered from 1 to 22 for ease of reference. The improvements selected from this list for inclusion in each of the matrices in C.2.1 through C.2.5 and C.2.8 are presented in the same order and retain their respective number. This explains the occasional skipping of a number when a specific nonstructural improvement is omitted because it is not applicable in the particular matrix.

The generic structural improvements in C.2.10 are arranged in the order of structural subsystems and elements. The improvements selected from this list for inclusion in each of the matrices in C.2.1 through C.2.5 and C.2.8 are presented in the same order.

### ***Simplified Information on Integration Opportunities***

Small organizations or individual owners or franchisees with limited facility management support may wish to concentrate initially on integration opportunities for incremental seismic rehabilitation that can be identified on the basis of a quick evaluation by a design professional (i.e., those opportunities designated in the integration opportunity matrices by the symbol ■). Appendix II, Integration Opportunities for Incremental Seismic Rehabilitation for Small Organizations and Individual Owners, includes a simplified matrix that displays these opportunities for all categories of maintenance and capital improvement projects.

Owners using this appendix should retain the services of an earthquake engineer to identify other integration opportunities as well as to determine the applicable seismicity.

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#### Category 1

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#### ***Roofing Maintenance and Repair/Re-roofing***

### ***C.2.1 Roofing Maintenance and Repair/Re-roofing***

**General Description of the Work:** This category of work, usually outside escrow, includes repair or replacement of any or all of the following elements:

- Roof drainage system
- Eaves and fascias
- Flashing and vents
- Roofing membrane
- Insulation
- Walking surface and ballast
- Parapets and caps
- Roof-mounted equipment
- Roof deck

Most roof maintenance and repair work is done either in response to a failure or as scheduled periodic maintenance or preventive maintenance work. Most seismic rehabilitation integration opportunities for this work category will relate to either scheduled or preventive maintenance. Placement of roof-mounted equipment usually relates to other work categories such as HVAC upgrade.

In some jurisdictions an application for a re-roofing permit triggers a code requirement to implement specific seismic rehabilitation such as parapet bracing.

**Physical Description of the Work:** Work on the roof may be localized to specific areas, may extend to the entire perimeter of the roof, or may involve the complete roof surface or large portions of it. Work may be limited to the roofing membrane or may include work on the substrate, deck, and supporting system.

**Associated Incremental Seismic Rehabilitation Work:** Incremental seismic rehabilitation associated with roofing maintenance and repair may include strengthening diaphragms, improving diaphragm/wall connections,



bracing parapets and chimneys, and improving equipment attachment and bracing. All of this work is also likely to be outside escrow.

**Performance of the Work:** Repair work on the roof is often performed by hotel operator maintenance staff. Outside contractors may be used for more extensive work.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner’s needs for capital funds.

An architecture/engineering (A/E) firm is typically used in connection with the installation of mechanical, electrical, telecommunication, or similar equipment. Also, building owners often use the services of an A/E for preparation of re-roofing specifications and bid documents. Sometimes owners hire the operator’s A/E, while some owners prefer to do their own work.

**Special Equipment:** Scaffolding is sometimes used in connection with roof work. Cranes or hoists may be used to lift materials or equipment.

**Impact of Work on Building Use:** Work on the roof generally does not interrupt building use, except for complete re-roofing including the deck, which will affect upper floor guestrooms and public spaces.

**Table C-1: Roofing Maintenance and Repair/Re-roofing**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
1	✓	✓	✓	n/a	n/a	Anchorage of Canopies at Exits	■	■	■	■	■	■	■
2		✓	✓	n/a	n/a	Anchorage and Detailing of Rooftop Equipment	■	■	■	■	■	■	■
5	✓	✓	✓	n/a	n/a	Bracing of Parapets, Gables, Ornamentation, and Appendages	■	■	■	■	■	■	■
8		✓	✓	n/a	n/a	Attachment and Bracing of Large Ductwork	■	■	■	■	■	■	■
18		✓	✓	n/a	n/a	Bracing or Removal of Chimneys	■	■	■	■	■	■	■
<b>Structural</b>													
n/a		✓	✓	All Elements		Load Path and Collectors	□	□	□	□	⊗	□	⊗
n/a		✓	✓	Horizontal Elements	Diaphragms	Attachment and Strengthening at Boundaries	■	■	■	■	⊗	■	⊗
n/a		✓	✓	Horizontal Elements	Diaphragms	Strength/Stiffness	■	■	■	■	⊗	■	⊗
n/a		✓	✓	Horizontal Elements	Diaphragms	Strengthening at Openings	□	□	□	□		□	
n/a		✓	✓	Horizontal Elements	Diaphragms	Strengthening at Re-entrant Corners	□	□	□	□	⊗	□	⊗
n/a		✓	✓	Horizontal Elements	Diaphragms	Topping Slab for Precast Concrete		□	□		⊗		⊗
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Resisting System to Diaphragm Connection	■	■	■	■	⊗	■	⊗
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	■	□

\* Nonstructural improvements are numbered for ease of use.

Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ⊗ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof should use the concrete building, concrete diaphragm for options.

**C.2.2 Exterior Wall and Window Maintenance/Façade Modernization**

**General Description of the Work:** Exterior wall and window maintenance may involve the following activities:

- Pointing
- Patching
- Painting
- Caulking

This category of work, usually outside escrow, may also include major projects such as:

- Window repair and replacement
- Refinishing with new cladding or material

Most exterior wall maintenance and repair work is done in response to failure or as scheduled periodic maintenance or preventive maintenance work. Caulking and window repair and replacement are also often linked to energy conservation/weatherization work.

Façade modernization is often done as redevelopment work following an acquisition. The extent and nature of the work is likely to be a function of the operator's or franchiser's hotel or motel brand standards.

**Physical Description of the Work:** Work is usually carried out throughout an entire hotel or motel building as a scheduled maintenance activity, although localized patching work is possible. Work may include:

- Repainting brick exterior walls
- Repairing balconies
- Replacing windows
- Improving energy conservation

**Associated Incremental Seismic Rehabilitation Work:** Strengthening of shear walls and improvement of diaphragm/wall connections. This work is also likely to be outside escrow.

**Performance of the Work:** Exterior wall and window work may be performed by skilled construction personnel on the operator's staff or by an outside contractor.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner's needs for capital funds.

In many cases, an A/E may be involved to provide design, specifications, bid process, and construction administration services. Sometimes owners hire the operator's A/E, while some owners prefer to do their own work.

**Special Equipment:** Access to higher exterior areas may require scaffolding or swing stages. This access may provide economical opportunities for the integration of seismic rehabilitation measures.

**Impact on Building Use:** Since most of the work is being performed from the building exterior, it may be possible to accomplish the work throughout the year. However, some of the seismic rehabilitation measures may be noisy or require access from the interior, so this work may have to be done when guestrooms are vacant, which would affect occupancy.

**Table C-2: Exterior Wall and Window Maintenance/Façade Modernization**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
1	✓	✓	✓	n/a	n/a	Anchorage of Canopies at Exits	■	■	■	■	■	■	■
5	✓	✓	✓	n/a	n/a	Bracing of Parapets, Gables, Ornamentation, and Appendages	■	■	■	■	■	■	■
10		✓	✓	n/a	n/a	Shut-Off Valves	■	■	■	■	■	■	■
14	✓	✓	✓	n/a	n/a	Cladding Anchorage		□	□	□	□	□	□
15		✓	✓	n/a	n/a	Anchorage of Masonry Veneer	■	■	■	■	■	■	■
16	✓	✓	✓	n/a	n/a	Glazing Selection and Detailing	■	■	■	■	■	■	■
17		✓	✓	n/a	n/a	Anchorage of Exterior Wythe in Cavity Walls		■	■	■	■	■	■
19		✓	✓	n/a	n/a	Anchorage of Steel Stud Backup		■	■	■	■	■	■
<b>Structural</b>													
n/a		✓	✓	All Elements		Collector and Drag Element Improvement	□	□	□	□	☒	□	☒
n/a		✓	✓	Foundation		Anchor Bolts	■						
n/a		✓	✓	Foundation		Cripple Stud Bracing	■						
n/a		✓	✓	Horizontal Elements	Diaphragms	Attachment and Strengthening at Boundaries	■	■	■	■	☒	■	☒
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	■	■	■	■	☒	■	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Capacity/Stiffness	□	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Continuity	□	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Connections	□	□	□	□	□	□	□
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Capacity/Stiffness	□	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Connection	□	□	□	□	□	□	□
n/a		✓	✓	Vertical Elements	Shear Walls	Capacity	■	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Shear Walls	Continuity	■	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Shear Walls	Lateral Stability		■	■	□	□	□	□
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	■	□

\* Nonstructural improvements are numbered for ease of use. Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ☒ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof or floors should use the concrete building, concrete diaphragm for options.

**C.2.3 Fire and Life Safety Improvements**

**General Description of the Work:** Fire and life safety improvements may involve the following building elements:

- Corridors and doors
- Stairs
- Lobbies
- Exits
- Alarm systems
- Standpipes
- Automatic fire sprinkler systems

In hotel and motel buildings, this work, typically outside escrow, will usually be identified as part of due diligence at the time of acquisition or change of management. Only if the work is in response to a disaster, such as a fire, will the work be unplanned. However, repairs following a disaster may provide an opportunity to integrate seismic safety improvements.

This category of work may be mandated by a fire marshal inspection, but some operators may adopt their own fire safety standards that exceed code requirements. Some codes may also require seismic rehabilitation when a building experiences a significant amount of damage in a disaster such as fire, flood, or earthquake.

**Physical Description of the Work:** Fire and life safety improvements usually involve the building's means of egress, which will affect specific internal spaces. Often the work is near the center of the building, such as in the corridors and stairwells. In some cases, it may affect spaces on the building perimeter, such as lobbies, entrances, and stairways. Items include:

- Removing and replacing corridor wall finishes, doors, transoms, and equipment (e.g., cabinets) to provide access to walls and ceilings
- Installing new walls or altering existing walls at fire separations and stairway enclosures
- Installing new stairways within the building or on the exterior, which may require removing part of a floor and constructing new walls
- Installing alarms, standpipes, or sprinklers which may provide access to concealed spaces

**Associated Incremental Seismic Rehabilitation Work:** Incremental seismic rehabilitation work associated with fire and life safety improvements may include adding or strengthening shear walls and bracing, improving beam/column connections and diaphragm to wall anchorage, and adding or improving bracing and fastening of equipment. All of this work is also likely to be outside escrow, with the possible exception of equipment bracing.

**Performance of the Work:** Typically this work involves skilled construction personnel. These may be the operator's personnel or contractors. In some cases, an A/E may be involved to provide design, specifications, bid process, and construction administration services. Sometimes owners hire the operator's A/E, while some owners prefer to do their own work.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner's needs for capital funds.

**Special Equipment:** No special equipment is required for this task except for scaffolding to provide access to the work areas.

**Impact on Building Use:** Typically this work, especially if extensive, is performed prior to occupancy.

**Table C-3: Fire and Life Safety Improvements**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
3		✓	✓	n/a	n/a	Bracing and Detailing of Sprinkler and Piping	■	■	■	■	■	■	■
4		✓	✓	n/a	n/a	Fastening and Bracing of Equipment (Mechanical and Electrical)	■	■	■	■	■	■	■
6		✓	✓	n/a	n/a	Suspension and Bracing of Lights	■	■	■	■	■	■	■
7		✓	✓	n/a	n/a	Fastening and Bracing of Ceilings	■	■	■	■	■	■	■
8		✓	✓	n/a	n/a	Attachment and Bracing of Large Ductwork	■	■	■	■	■	■	■
9	✓	✓	✓	n/a	n/a	Anchorage and Bracing of Emergency Lighting	■	■	■	■	■	■	■
11	✓	✓	✓	n/a	n/a	Bracing of Reinforcing Masonry Walls at Interior Stairs		■	■	■	■	■	■
12		✓	✓	n/a	n/a	Bracing of Interior Partitions (Masonry and Wood)	■	■	■	■	■	■	■
13		✓	✓	n/a	n/a	Support and Detailing of Elevators		■	■	■	■	■	■
16	✓	✓	✓	n/a	n/a	Glazing Selection and Detailing	■	■	■	■	■	■	■
19		✓	✓	n/a	n/a	Anchorage of Steel Stud Backup		■	■	■	■	■	■
20		✓	✓	n/a	n/a	Restraint of Hazardous Materials Containers	■	■	■	■	■	■	■
21		✓	✓	n/a	n/a	Attachment and Bracing of Cabinets and Furnishings	■	■	■	■	■	■	■
<b>Structural</b>													
n/a		✓	✓	All Elements		Collector and Drag Element Improvement	□	□	□	□	☒	□	☒
n/a		✓	✓	Horizontal Elements	Diaphragms	Mezzanine Anchorage and Bracing		■	■	■	■	■	■
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	■	■	■	■	☒	■	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Capacity/Stiffness				□	☒	□	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Continuity				□	☒	□	☒
n/a		✓	✓	Vertical Elements	Braced Frames	Connections				□	□	□	□
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Capacity/Stiffness				□	☒	□	☒
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Connection				□	□	□	□
n/a		✓	✓	Vertical Elements	Shear Walls	Capacity	■	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Shear Walls	Continuity	■	□	□	□	☒	□	☒
n/a		✓	✓	Vertical Elements	Shear Walls	Extension of Wood Interior Walls to Roof	■	■	■				
n/a		✓	✓	Vertical Elements	Shear Walls	Lateral Stability		■	■	□	□	□	□
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	■	□

\* Nonstructural improvements are numbered for ease of use. Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ☒ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof or floors should use the concrete building, concrete diaphragm for options.

**Public and Service Area Modernization****C.2.4 Public and Service Area Modernization**

**General Description of the Work:** Public and related service area modernization is usually done by the owner soon after the acquisition of a new property or the change of an operator. It may also be done periodically thereafter, usually outside escrow, in order to keep up with the competition. The work is done with the guidance of the operator, and its extent and nature is likely to be a function of the operator's or franchiser's hotel or motel brand standards. It has the potential to involve any interior or exterior wall or element in the public areas, including lobbies, banquet rooms, ballrooms, dining rooms, kitchens, bars, specialty rooms, health clubs, swimming pools, etc. Where public and service areas are located in the basement, this work may include underfloor and basement work. This category may involve simple work on a single wall or the entire reconfiguration of the public areas. The installation of new equipment, ducts, pipes, conduit, cables, and wiring may involve the reconfiguration of concealed spaces under floors, above ceilings, and inside wall cavities and chases located throughout the building.

**Physical Description of the Work:** This work may include reconfiguration of spaces and creation of new spaces. Items include:

- Removing walls and ceilings
- Constructing new walls and partitions
- Installing replacement finishes
- Installing ductwork, piping, and communications equipment

Access to spaces behind finishes and construction of new walls provide various opportunities for seismic rehabilitation work.

**Associated Incremental Seismic Rehabilitation Work:** Incremental seismic rehabilitation associated with this work may include adding or strengthening shear walls and bracing, improving beam/column connections and diaphragm to wall anchorage, and adding or improving bracing and fastening of equipment. All of this work is also likely to be outside escrow with the possible exception of equipment bracing.

In the case of public and service areas located in the basement, this work may include incremental seismic rehabilitation work associated with C.2.5, Underfloor and Basement Work. See Table C-5 in addition to Table C-4.

**Performance of the Work:** This work is usually performed by skilled construction personnel. Usually A/E design or interior design is used for this type of work. Sometimes owners hire the operator's A/E, while some owners prefer to do their own work.

**Special Equipment:** Special equipment required for access to work areas for any seismic rehabilitation construction will typically be available during any remodeling work.

**Impact on Building Use:** Public and service area modernization is usually done prior to occupancy.

**Table C-4: Public and Service Area Modernization**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
3		✓	✓	n/a	n/a	Bracing and Detailing of Sprinkler and Piping	■	■	■	■	■	■	
4		✓	✓	n/a	n/a	Fastening and Bracing of Equipment (Mechanical and Electrical)	■	■	■	■	■	■	
6		✓	✓	n/a	n/a	Suspension and Bracing of Lights	■	■	■	■	■	■	
7		✓	✓	n/a	n/a	Fastening and Bracing of Ceilings	■	■	■	■	■	■	
8		✓	✓	n/a	n/a	Attachment and Bracing of Large Ductwork	■	■	■	■	■	■	
9	✓	✓	✓	n/a	n/a	Anchorage and Bracing of Emergency Lighting	■	■	■	■	■	■	
11	✓	✓	✓	n/a	n/a	Bracing or Reinforcing Masonry Walls at Interior Stairs		■	■	■	■	■	
12		✓	✓	n/a	n/a	Bracing of Interior Partitions (Masonry and Wood)	■	■	■	■	■	■	
13		✓	✓	n/a	n/a	Support and Detailing of Elevators		■	■	■	■	■	
16	✓	✓	✓	n/a	n/a	Glazing Selection and Detailing	■	■	■	■	■	■	
19		✓	✓	n/a	n/a	Anchorage of Steel Stud Backup		■	■	■	■	■	
20		✓	✓	n/a	n/a	Restraint of Hazardous Materials Containers	■	■	■	■	■	■	
21		✓	✓	n/a	n/a	Attachment and Bracing of Cabinets and Furnishings	■	■	■	■	■	■	
<b>Structural</b>													
n/a		✓	✓	All		Collector and Drag Element Improvemen	□	□	□	□	⊗	□	⊗
n/a		✓	✓	Horizontal Elements	Diaphragms	Mezzanine Anchorage and Bracing		■	■	■	■	■	■
n/a		✓	✓	Horizontal Elements	Diaphragms	Strengthening at Openings	□	□	□	□		□	
n/a		✓	✓	Horizontal Elements	Diaphragms	Strengthening at Re-entrant Corners	□	□	□	□	⊗	□	⊗
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	■	■	■	■	⊗	■	⊗
n/a		✓	✓	Vertical Elements	Braced Frames	Capacity/Stiffness				□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Braced Frames	Continuity				□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Braced Frames	Connections				□	□	□	□
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Capacity/Stiffness				□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Connection				□	□	□	□
n/a		✓	✓	Vertical Elements	Shear Walls	Capacity	■	□	□	□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Shear Walls	Continuity	■	□	□	□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Shear Walls	Extension of Wood Interior Walls to Roof	■	■	■				
n/a		✓	✓	Vertical Elements	Shear Walls	Lateral Stability		■	■	□	□	□	□
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	■	□

\* Nonstructural improvements are numbered for ease of use. Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ⊗ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof or floors should use the concrete building, concrete diaphragm for options.

**C.2.5 Underfloor and Basement Maintenance and Repair**

**General Description of the Work:** Underfloor and basement maintenance may involve the following activities:

- Repair of deterioration
- Repair of termite damage
- Equipment replacement

This category of work is most likely to be applicable in smaller hotel or motel buildings. In larger buildings, basements are likely to contain public and service spaces, parking, storage, and mechanical areas. In the latter case, underfloor and basement work may therefore be much more extensive, closer in scope to public and service area modernization.

Most underfloor repair activities will be in response to a problem. The solution may be immediate or assigned to the capital improvements budget. For example, settlement and resulting underpinning repair may be the result of a floor problem and require immediate intervention.

Usually there are no mandates or code issues involved with underfloor repair work. Safety is the usual driving force.

**Physical Description of the Work:** Work includes:

- Replacing deteriorated wood elements
- Repairing cracked or bowed walls
- Repairing damaged or deteriorated floors, underpinning where buildings have settled
- Replacing basement equipment

**Associated Incremental Seismic Rehabilitation Work:** Incremental seismic rehabilitation work associated with underfloor and basement work may include adding cripple stud bracing, improving foundation anchorage, adding new foundations, and improving floor to wall anchorage.

In the case of larger hotel and motel buildings, this work may include the incremental seismic rehabilitation work associated with C.2.4, Public and Service Area Modernization. See Table C-4 in addition to Table C-5.

**Performance of the Work:** The work is often performed by operator staff or by outside contractors. Major design work will often require A/E services. Sometimes owners hire the operator's A/E, while some owners prefer to do their own work.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner's needs for capital funds.

**Special Equipment:** Special equipment is usually not required for underfloor work. However, access to the area must be available.

**Impact on Building Use:** Except for equipment replacement, the work may be done at any time, independent of building use.



**Table C-5: Underfloor and Basement Maintenance and Repair**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
4		✓	✓	n/a	n/a	Fastening and Bracing of Equipment (Mechanical and Electrical)	■	■	■	■	■	■	■
10		✓	✓	n/a	n/a	Shut-Off Valves	■	■	■	■	■	■	■
20		✓	✓	n/a	n/a	Restraint of Hazardous Materials Containers	■	■	■	■	■	■	■
<b>Structural</b>													
n/a		✓	✓	All Elements		Collector and Drag Element Improvement	□	□	□	□	⊗	□	⊗
n/a		✓	✓	Foundation		Anchor Bolts	■						
n/a		✓	✓	Foundation		Anchorage	■	□	□	□	□	□	□
n/a		✓	✓	Foundation		Cripple Stud Bracing	■						
n/a		✓	✓	Foundation		New Foundations	■	□	□	□	□	□	□
n/a		✓	✓	Foundation		Pile Cap Lateral Load		■	■	□	□	□	□
n/a		✓	✓	Foundation		Uplift	■	■	■	□	□	□	□
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	■	■	■	■	⊗	■	⊗
n/a		✓	✓	Vertical Elements	Braced Frames	Connections						□	□
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Connection						□	□
n/a		✓	✓	Vertical Elements	Shear Walls	Capacity	■	□	□	□	⊗	□	⊗
n/a		✓	✓	Vertical Elements	Shear Walls	Continuity	■	□	□	□	⊗	□	⊗
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	■	□

\* Nonstructural improvements are numbered for ease of use. Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ⊗ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof or floors should use the concrete building, concrete diaphragm for options.

### **C.2.6 HVAC Upgrade and Energy Conservation/Indoor Air Quality Improvement**

**General Description of the Work:** HVAC upgrade, energy conservation, and indoor air quality improvement projects may include the following items:

- Exterior envelope work
- Insulation
- Windows
- HVAC equipment
- Ducts and piping

Building elements affected may include exterior walls, ceilings, attic spaces, roofs, and basements.

These improvements, usually outside escrow, may be in response to the owner's or operator's long-range strategic plan or as part of other routine equipment replacement. In all cases the intent is not only to improve performance and reduce operating costs, but also to save energy and improve indoor air quality.

Federal or state mandates may be factors leading to energy conservation improvements. If special grants are available, they can be made part of a program. Local building code requirements may also encourage energy conservation improvements.

**Physical Description of the Work:** The physical work involved in HVAC upgrade and energy conservation may be localized or involve the entire building. Items include:

- Improving or replacing windows
- Installing new insulation in exterior walls
- Installing new insulation in the attic, which may permit access to the ceiling space
- Installing new insulation on the roof deck, which may be coordinated with other roof-top work
- Installing HVAC equipment, which should meet the anchorage requirements for seismic forces and may provide access to areas for other work
- Adding air conditioning, which may include the installation of ducts or piping to spaces throughout the building

**Associated Incremental Seismic Rehabilitation Work:** This work may include the incremental seismic rehabilitation work associated with the following other project categories discussed earlier:

- C.2.1 Roofing Maintenance and Repair/Re-roofing
- C.2.2 Exterior Wall and Window Maintenance/Façade Modernization
- C.2.4 Public and Service Area Modernization

See Tables C-1, C-2, and C-4 for integration opportunities.

**Performance of the Work:** The work may be performed by operator personnel or by outside contractors, depending on the project size or complexity. Major design work will often require A/E services. Sometimes owners hire the operator's A/E, while some owners prefer to do their own work.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner's needs for capital funds. In some cases, owners prefer to place indoor air quality work in the escrow category of projects.

**Special Equipment:** Special equipment may be required to provide access to the work, including scaffolding or a crane or lift.

**Impact on Building Use:** Some of this work may be done at any time of year from the roof and in public spaces. Most window or interior work must be accomplished when guestrooms are vacant. Typically this work cannot be done easily around occupants.

### **C.2.7 Hazardous Materials Abatement**

**General Description of the Work:** The presence of hazardous materials may involve abatement of:

- Asbestos
- Lead paint
- Radon

In hotel and motel buildings, this work, usually outside escrow, will usually be identified as part of due diligence at the time of acquisition or change of management.

**Physical Description of the Work:** Hazardous materials abatement may include the removal of finishes such as plaster, ceiling materials, and flooring throughout the guestrooms and public spaces. It may include removal of the adhesives used. Asbestos abatement may include the removal or encapsulation of insulation on pipes and ducts. Lead paint abatement may include removal of the paint and finishes or encapsulation of the component containing the lead paint. Radon abatement may require installation of ventilation systems or other work in the basement.

**Associated Incremental Seismic Rehabilitation Work:** In some cases, the extent of the work may provide access to interior spaces that will present a seismic rehabilitation opportunity. Seismic rehabilitation work could follow the hazard mitigation work before the finishes are reinstalled. This work may include the incremental seismic rehabilitation work associated with the following other project categories discussed earlier:

- C.2.3 Fire and Life Safety Improvements
- C.2.4 Public and Service Area Modernization

See Tables C-3 and C-4 for integration opportunities.

**Performance of the Work:** The work is typically performed by specialty contractors.

This category of work may be subject to a business agreement between the operator and owner that addresses the owner's needs for capital funds.

**Special Equipment:** Special equipment, such as scaffolding, would often be on the job as part of the abatement work. Other special equipment, such as fans and enclosures, are irrelevant to seismic work.

**Impact on Building Use:** Building use will be curtailed during any hazardous materials abatement work. The work cannot be done around occupants. It requires vacant spaces.

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#### *Category 7*

#### **Hazardous Materials Abatement**

**Guestroom  
Finishing, Furniture,  
and Equipment  
(FF&E)****C.2.8 Guestroom Finishing, Furniture, and Equipment (FF&E)**

**General Description of the Work:** Guestroom FF&E work, usually paid through a reserve fund escrow account, consists of the renovation of guestrooms on a fixed schedule. The replacement cycle for carpets, draperies, and other soft goods may be about seven years, and for finishes, built-ins, furniture, etc., it may be on the order of 12 years. Plumbing fixture replacement may be on a 12 to 15 year cycle. The work is usually done floor by floor, closing down three floors at a time.

**Physical Description of the Work:** This work usually does not include reconfiguration of spaces or creation of new spaces, but rather the removal and replacement of wall finishes and the installation of new fixtures and appliances. The installation of new piping and ductwork may also be involved. Access to spaces behind finishes may provide some opportunities for seismic rehabilitation work.

**Associated Incremental Seismic Rehabilitation Work:** Incremental seismic rehabilitation work associated with guestroom FF&E work may include adding or strengthening shear walls and bracing, improving beam/column connections and diaphragm to wall anchorage, and adding or improving bracing and fastening of equipment. Much of this work is likely to be outside escrow.

**Performance of the Work:** Typically this work involves skilled construction personnel. A/E design or interior design may be used.

This work is usually done by the operator, who retains the A/E, but a recent trend is for owners to seek a larger role in guestroom FF&E work.

The integration of incremental seismic rehabilitation with guestroom FF&E work is likely to entail the use of both escrow and non-escrow funds, and will be subject to financial planning and a special agreement between owner and operator.

**Special Equipment:** Special equipment required for access to work areas for any seismic rehabilitation construction will typically be available during any remodeling work.

**Impact on Building Use:** Guestroom FF&E work is often scheduled during the lowest occupancy months, usually between December and March.

**Table C-6: Guestroom FF&E**

Number*	Level of Seismicity			Building Structural Element	Structural Sub-System	Seismic Performance Improvement	Vertical Load Carrying Structure						
	L	M	H				Wood	Masonry <sup>1</sup>		Concrete		Steel	
							Unreinforced Masonry	Reinforced Masonry	Wood Diaphragm	Concrete Diaphragm	Wood Diaphragm	Concrete Diaphragm	
<b>Nonstructural</b>													
3		✓	✓	n/a	n/a	Bracing and Detailing of Sprinkler and Piping	■	■	■	■	■	■	
4		✓	✓	n/a	n/a	Fastening and Bracing of Equipment (Mechanical and Electrical)	■	■	■	■	■	■	
7		✓	✓	n/a	n/a	Fastening and Bracing of Ceilings	■	■	■	■	■	■	
12		✓	✓	n/a	n/a	Bracing of Interior Partitions (Masonry and Wood)	■	■	■	■	■	■	
<b>Structural</b>													
n/a		✓	✓	All		Collector and Drag Element Improvement	□	□	□	□	☒	☒	
n/a		✓	✓	Horizontal Elements	Diaphragms	Mezzanine Anchorage and Bracing		■	■	■	■	■	
n/a		✓	✓	Horizontal Elements	Diaphragms	Strengthening at Re-entrant Corners	□	□	□	□	☒	☒	
n/a	✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	■	■	■	■	☒	☒	
n/a		✓	✓	Vertical Elements	Braced Frames	Capacity/Stiffness				□	☒	☒	
n/a		✓	✓	Vertical Elements	Braced Frames	Continuity				□	☒	☒	
n/a		✓	✓	Vertical Elements	Braced Frames	Connections				□	□	□	
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Capacity/Stiffness				□	☒	☒	
n/a		✓	✓	Vertical Elements	Moment Frames	Beam Column Connection				□	□	□	
n/a		✓	✓	Vertical Elements	Shear Walls	Capacity	■	□	□	□	☒	☒	
n/a		✓	✓	Vertical Elements	Shear Walls	Continuity	■	□	□	□	☒	☒	
n/a		✓	✓	Vertical Elements	Shear Walls	Extension of Wood Interior Walls to Roof	■	■	■				
n/a		✓	✓	Vertical Elements	Shear Walls	Lateral Stability		■	■	□	□	□	
n/a	✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall		■	■	■	□	□	

\* Nonstructural improvements are numbered for ease of use. Structural improvements are not numbered, but rather, organized by structural element and sub-system.

- Work that may be included in the building rehabilitation/maintenance/repair project on the basis of a quick evaluation by a design professional.
- Work requiring engineering design.
- ☒ Work requiring detailed engineering analysis and evaluation of sequencing requirements. The "x" designates work that could redistribute loads, overstressing some elements.

Note 1: Masonry buildings with a concrete roof or floors should use the concrete building, concrete diaphragm for options.

### **C.2.9 Public Area Finishing, Furniture, and Equipment (FF&E)**

**General Description of the Work:** Public area FF&E work, usually paid through a reserve fund escrow account, consists of the renovation of restaurants, bars, and meeting rooms on a fixed schedule. The replacement cycle for carpets, draperies and other soft goods may be about seven years, and for finishes, built-ins, furniture, etc., it may be on the order of 12 years. Plumbing fixture replacement may be on a 12 to 15 year cycle.

**Physical Description of the Work:** This work may include some reconfiguration of spaces or creation of new spaces in the public areas. It includes the removal and replacement of wall finishes and the installation of new fixtures and appliances. The installation of new piping and ductwork may also be involved. Access to spaces behind finishes may provide some opportunities for seismic rehabilitation work.

**Associated Incremental Seismic Rehabilitation Work:** This work may include some of the incremental seismic rehabilitation work associated with C.2.4, Public and Service Area Modernization. See Table C-4.

**Performance of the Work:** Typically this work involves skilled construction personnel. A/E design or interior design may be used.

This work is usually done by the operator, who retains the A/E, but a recent trend is for owners to seek a larger role in public area FF&E work.

The integration of incremental seismic rehabilitation with public area FF&E work is likely to entail the use of both escrow and non-escrow funds, and will be subject to financial planning and a special agreement between owner and operator.

**Special Equipment:** Special equipment required for access to work areas for any seismic rehabilitation construction will typically be available during any remodeling work.

**Impact on Building Use:** Public area FF&E work is often scheduled during the lowest occupancy months, usually between December and March, and entails closing down the areas for about three weeks.

### **C.2.10 Definitions of Seismic Performance Improvements**

The seismic performance improvements included in the matrices of integration opportunities in Sections C.2.1–C.2.9 are all extracted from the generic list in the following tables. The tables contain additional information (description and purpose) that should be useful to hotel and motel facility managers using this section.

## Nonstructural Seismic Performance Improvements

MFam Number*	Level of Seismicity			Definitions and Purpose		
	L	M	H	Seismic Performance Improvement	Description	Purpose
1	✓	✓	✓	Anchorage of Canopies at Exits	Canopies or roofs over exits.	Prevent collapse of canopies that would block exits and possibly cause injuries.
2		✓	✓	Anchorage and Detailing of Rooftop Equipment	Equipment should be properly attached, and restrained if isolation-mounted.	Prevent equipment from sliding or falling off platforms due to connection failure or nonfunction.
3		✓	✓	Bracing and Detailing of Sprinkler and Piping	Sprinkler pipes should be braced in each direction.	Prevent sprinkler lines from breaking and flooding the building.
4		✓	✓	Fastening and Bracing of Equipment (Mechanical and Electrical)	Equipment above ceilings.	Prevent fans and other equipment from swaying and falling on occupants; connections could fail resulting in equipment no longer functioning.
5	✓	✓	✓	Bracing of Parapets, Gables, Ornamentation, and Appendages	Construct parapet bracing on the roof side of the parapet. Gables are braced in the attic space. Other elements are anchored in a positive manner.	Prevent parapets, gables, and ornamentation from falling outward.
6		✓	✓	Suspension and Bracing of Lights	Lights may swing or otherwise fall in an earthquake.	Prevent lights from falling and injuring occupants. Lights should not be supported by a suspended ceiling in a high or moderate seismic zone. Pendent lights should have their sway limited.
7		✓	✓	Fastening and Bracing of Ceilings	Diagonal bracing of ceiling.	Suspended ceilings should be braced against sidesway to reduce the chance of elements falling.
8		✓	✓	Attachment and Bracing of Large Ductwork	Large ducts.	Prevent ducts from falling on occupants.
9	✓	✓	✓	Anchorage and Bracing of Emergency Lighting	Positive attachment of emergency lights.	Prevent heavy battery packs from falling.
10		✓	✓	Shut-Off Valves	Installation of a shut-off device.	Gas and water lines could break and should have a means of turning them off.
11	✓	✓	✓	Bracing or Reinforcing Masonry Walls at Interior Stairs	Interior exit stairs may have unreinforced masonry enclosure walls that could collapse.	Prevent collapse of walls that could block stairways.
12		✓	✓	Bracing of Interior Partitions (Masonry and Wood)	Bracing may be vertical or diagonal braces.	Interior partitions must be braced to prevent falling/collapse.
13		✓	✓	Support and Detailing of Elevators	Elevator guides have become dislodged in earthquakes. Applies to cable lift elevators.	Keep elevators functioning.
14	✓	✓	✓	Cladding Anchorage	Heavy cladding (concrete) must be connected to the structure.	Prevent cladding from falling. Careful design is required so the cladding does not limit the structure's lateral movement.
15		✓	✓	Anchorage of Masonry Veneer	Veneer over exterior wood or masonry walls or over other materials in steel or concrete structure. Materials may be brick, terra cotta, stone, or similar materials.	Prevent inadequately anchored veneer from falling outward onto pedestrians.
16	✓	✓	✓	Glazing Selection and Detailing	Glass above a walking surface.	Prevent exterior or interior glass from falling onto the walking surface and causing injuries.
17		✓	✓	Anchorage of Exterior Wythe in Cavity Walls	A masonry wall separated from the veneer by a hollow space.	Prevent veneer from falling outward. Existing anchorage should be checked for rust damage and loss of strength.
18		✓	✓	Bracing or Removal of Chimneys	Chimneys should be braced to the structure.	Prevent chimneys from toppling into yards or through roofs.
19		✓	✓	Anchorage of Steel Stud Backup	Steel studs behind veneer or other cladding.	Prevent steel studs used as a backup to support veneer or other cladding from becoming detached or falling.
20		✓	✓	Restraint of Hazardous Materials Containers	Chemical labs, shops, etc. may have materials that could, when combined, create a fire or chemical hazard.	Reduce danger of breakage and mixing of chemicals.
21		✓	✓	Attachment and Bracing of Cabinets and Furnishings	Anchorage to structural walls or other elements.	Prevent cabinets and other furnishings from toppling or moving and causing damage. Fallen file cabinets may block exit doors.
22 (n/a)		✓	✓	Underfloor Bracing of Computer Access Floor	Raised floors for cabling.	Prevent floors from collapsing and damaging equipment.

\* Items numbered for ease of reference.

## Structural Seismic Performance Improvements

Level of Seismicity			Building Element	Structural Sub-System	Definitions and Purpose		
L	M	H			Seismic Performance Improvement	Description	Purpose
	✓	✓	Foundation		Anchor Bolts	Connection between the foundation and the building.	Improve load path. Prevent building from sliding off foundation.
	✓	✓	Foundation		Anchorage	Connection between the foundation and the building for larger buildings.	Improve load path. Provide adequate connection between building and foundation.
	✓	✓	Foundation		Cripple Stud Bracing	Short wood studs between the foundation and the first floor.	Cripple studs are usually not braced. Prevent them from toppling and causing the building to fall off the foundation.
	✓	✓	Foundation		New Foundations	New foundations to convey loads.	Additional foundations may be the preferred solution in some cases.
	✓	✓	Foundation		Pile Cap Lateral Load	Piles supporting buildings may try to move laterally from building loads during earthquakes.	Brace piles at their top to eliminate the chance of lateral movement and reduce chance of foundation failure.
	✓	✓	Foundation		Uplift	Under overturning type loads foundations may be pulled upward.	Reduce the uplift chance by improving foundation system; engineer should evaluate the effects of uplift.
Definition			Horizontal Elements			Floors, mezzanines, and roofs.	
Definition			Horizontal Elements	Diaphragms		Floors and roofs connecting walls and lateral force-resisting elements.	Diaphragms are the roof and floors of a building. They must be of adequate strength to transfer the earthquake loads to the walls and other elements. The connection from the diaphragm to the wall or other lateral force-resisting element is part of the load path.
	✓	✓	Horizontal Elements	Diaphragms	Attachment and Strengthening at Boundaries	Improving the connection of the diaphragm to the edge/boundary elements with nails, bolts, or welding.	This is part of the load path and conveys the diaphragm forces into the walls or other lateral force-resisting elements.
	✓	✓	Horizontal Elements	Diaphragms	Mezzanine Anchorage and Bracing	Anchor the mezzanine to the wall. Where there is an open side of the mezzanine, bracing may be necessary.	Make sure the mezzanine is attached to the building to provide a load path for the mezzanine diaphragm and to reduce any pounding of the mezzanine against the building's walls or columns. A large mezzanine may require bracing on the open sides.
	✓	✓	Horizontal Elements	Diaphragms	Strength/Stiffness	Strengthen the diaphragm to limit its lateral deflection.	Control the movement of the diaphragm to reduce the damage due to drift and to control the out-of-plane loads on vertical elements.
	✓	✓	Horizontal Elements	Diaphragms	Strengthening at Openings	Strapping around diaphragm openings.	Openings may create a weak point in the diaphragm. Straps will provide additional strength to wood diaphragms.
	✓	✓	Horizontal Elements	Diaphragms	Strengthening at Re-entrant Corners	"L" and "U" shaped buildings have stress concentrations at the interior corners.	Reduce damage from cracking and failures caused by stress concentration.
	✓	✓	Horizontal Elements	Diaphragms	Topping Slab for Precast Concrete	Concrete slab over precast concrete roof to create a continuous diaphragm. Connect to the vertical elements as part of a load path.	Strengthen the roof to act as a lateral force element. Control drift of the roof or floor.
Definition			Vertical Elements	Braced Frames		Steel or concrete beams and columns with diagonal bracing.	Braced frames act as a lateral force-resisting element. They are often used as the lateral force-resisting element on open sides of buildings. They must be connected to the horizontal element as part of the load path.
	✓	✓	Vertical Elements	Braced Frames	Capacity/Stiffness	Frame capacity improvements for adequate load resistance.	Capacity and stiffness assure the adequacy of the frame elements to resist loads.
	✓	✓	Vertical Elements	Braced Frames	Continuity	Braced frames should be continuous from the foundation to the roof.	Discontinuities of lateral force-resisting elements create load transfer demands. Design standards may impose higher loads for this condition.
	✓	✓	Vertical Elements	Braced Frames	Connections	The details of the connections (bolts or welds) must be adequate. Improvements to strength will not have a negative effect on the phased construction.	Braced frame connections assure the adequacy of the frame elements to resist loads. Improvements may be made by the addition of steel plates with bolting or welding.
✓	✓	✓	Vertical Elements	Load Path	Lateral Force-Resisting System to Diaphragm Connection	Connections between roof/floor and wall or other element.	Permit earthquake loads to be conveyed to the foundation—develop a load path. This is the key element in seismic safety.



## Structural Seismic Performance Improvements (continued)

Level of Seismicity			Building Element	Structural Sub-System	Definitions and Purpose of Structural Performance Improvements		
L	M	H			Seismic Performance Improvement	Description	Purpose
Definition			Vertical Elements	Moment Frames		A steel or concrete system of beams and columns.	Moment frames act as a lateral force-resisting element and brace the structure. They are often used as the lateral force-resisting element on open sides of buildings. They must be connected to the horizontal element as part of the load path.
	✓	✓	Vertical Elements	Moment Frames	Beam Column Capacity/Stiffness	Frame capacity improvements for adequate load resistance.	Capacity and stiffness assure the adequacy of the frame elements to resist loads.
	✓	✓	Vertical Elements	Moment Frames	Beam Column Connection	Steel or concrete with improved connections to increase strength. Improvements will not have a negative effect on the phased construction.	Beam column connections assure the adequacy of the frame elements to resist loads. Improvements may be made by the addition of steel plates with bolting or welding.
Definition			Vertical Elements	Shear Walls		Walls that brace the building against earthquakes.	Shear walls brace the structure. Building walls can act as lateral load-resisting elements. They must be connected to the horizontal elements as part of the load path.
	✓	✓	Vertical Elements	Shear Walls	Capacity	Capacity equals strength.	Capacity assures the adequacy of walls to resist loads.
	✓	✓	Vertical Elements	Shear Walls	Continuity	Shear walls should be continuous from the foundation to the roof.	Discontinuities of lateral force-resisting elements create load transfer demands. Design standards may impose higher loads for this condition. This is one of the most cost-effective improvements in buildings.
	✓	✓	Vertical Elements	Shear Walls	Extension of Wood Interior Walls to Roof	Extending interior wood walls to diaphragms in unreinforced masonry and other buildings.	Permit walls that were not constructed full height to be used as shear walls in buildings with wood interior walls.
	✓	✓	Vertical Elements	Shear Walls	Lateral Stability	Tall walls may buckle and need bracing.	Prevent buckling and possible wall collapse. Walls must be anchored at the top or may have other bracing elements such as diagonal or vertical braces.
✓	✓	✓	Vertical Elements		Out-of-Plane Anchorage of Concrete or Masonry Wall	Connections from the walls to the floors and roof.	Prevent walls from falling outward due to inadequate connections between the wall and the diaphragms. A cost-effective mitigation measure for bearing wall buildings.
✓	✓	✓	All Elements		Load Path and Collectors	Distribute loads from diaphragms into lateral force-resisting elements.	These are straps of steel or wood that "collect" load and distribute it into the vertical lateral force-resisting elements. Connections may be with bolts, nails, or welding, depending on the material and location.

## Summary of Part C

Part C consists of recommended tools to enable the facility manager to implement incremental seismic rehabilitation.

- Engineering services should be retained for three specific phases: seismic screening and evaluation, incremental seismic rehabilitation planning and design, and construction period support.
- Continuity of building documentation is of special importance.
- Opportunities to add seismic rehabilitation increments exist within most major maintenance and capital improvement activities.
- Incremental seismic rehabilitation opportunities are suggested for nine specific maintenance and capital improvement categories.

## Recommended Actions

1. Determine the category of maintenance or capital improvement under consideration.
2. Determine the level of seismicity applicable to the building.
3. Determine which of the seven structural categories most closely fits the building.
4. List all the nonstructural and structural seismic improvements identified as integration opportunities.
5. Note the category of each improvement (■, □, ☒).
6. Present to the architect or engineer the annotated list of all the nonstructural and structural seismic improvements identified for consideration and inclusion in the respective scope of design work.
7. The architect or engineer should design the project using the companion document, *Engineering Guideline for Incremental Seismic Rehabilitation*, FEMA 420.