WORK SESSION AGENDA

Monday, February 23, 2026 at 1:00 PM

Council Chambers

Mayor
Eric Enriquez

Mayor Pro Tem
John Munoz

Councilors
Cassie McClure
William Mattiace
Michael Harris
Johana Bencomo
Becky Corran

CITY HALL
P.O. BOX 20000
LAS CRUCES, NM 88004

700 N. Main St.
PHONE (575) 541-2067

CITY OF LAS CRUCES

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1. AGENDA ITEM

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1.2. AMADOR HOTEL UPDATE AND AMADOR HOTEL FOUNDATION REPORT. 14 - 558
WS #26-006 - Pdf

1.3. 9TH SEMI-ANNUAL POLICE AUDIT REPORT PRESENTED BY THE OIR GROUP. 559 - 653
WS #25-058 - Pdf

Council Work Session Summary

Meeting: Work Session - Feb 23 2026

TITLE: LAS CRUCES PUBLIC SCHOOLS COMMUNITY SCHOOLS PARTNERSHIP REPORT.

PURPOSE(S) OF DISCUSSION: ☒ **Inform/Update** ☐ **Direction/Guidance** ☐ **Legislative Development/Policy**

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The Quality of Life Department along with Las Cruces Public Schools (LCPS) Community Schools Manager Johnny Rivera, will give an update on the Community Schools Partnership, including an overview of the program, recent activities, and data on the program's success.

SUPPORT INFORMATION:

Resolution Las Cruces Public Schools

PLAN(S):

None

COMMITTEE/BOARD REVIEW:

None

RESOLUTION 23-050

A RESOLUTION AUTHORIZING THE CITY OF LAS CRUCES (CITY) TO INCREASE THE RECURRING FUNDS OF FINANCIAL SUPPORT TO THE LAS CRUCES PARTNERSHIP FOR COMMUNITY SCHOOLS (LCPCS) TO $150,000.00, AND AUTHORIZE ANY FUTURE INCREASES TO BE APPROVED THROUGH THE YEARLY BUDGET ADOPTION PROCESS.

The City Council is informed that:

WHEREAS, the City of Las Cruces and Las Cruces Public Schools entering into a Joint Powers Alliance creating the Las Cruces Partnership for Community Schools; and

WHEREAS, in July 2019 Council approve $100,000.00 in recurring funds to financially support the initiatives of the Las Cruces Partnership for Community Schools; and

WHEREAS, in May 2022 Council approved an increase of $50,000.00 to the general fund to provide additional funding to the Las Cruces Partnership for Community Schools.

NOW, THEREFORE, Be it Resolved by the Governing Body of the City of Las Cruces:

(I)

THAT the approved recurring funds are amended to $150,000.00.

(II)

THAT any future amendments can be approved through the yearly adoption process.

(III)

THAT City staff is hereby authorized to do all deeds as necessary in the accomplishment of the herein above.

DONE AND APPROVED this 07 day of November 2022

APPROVED

Mayor

ATTEST:

City Clerk

Moved by: Johana Bencomo

Seconded by: Yvonne Flores

AYES Kasandra Gandara, Ken Miyagishima, Yvonne Flores, Johana Bencomo, Becky Corran, Tessa Abeyta

NAYS

23-050

City of Las Cruces
City Council Action and Executive Summary

Type of Action:
☒ **Resolution**
☐ **Ordinance**
☐ **TIDD Resolution**

District:	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 ☒ N/A		
1st Reading:		**Adopted:**	November 7, 2022
Drafter:	Rebecca Slaughter	**Department:**	Quality of Life
Program:	Administration	**Line of Business:**	Director's Office

Title: **A RESOLUTION AUTHORIZING THE CITY OF LAS CRUCES (CITY) TO INCREASE THE RECURRING FUNDS OF FINANCIAL SUPPORT TO THE LAS CRUCES PARTNERSHIP FOR COMMUNITY SCHOOLS (LCPCS) TO $150,000.00, AND AUTHORIZE ANY FUTURE INCREASES TO BE APPROVED THROUGH THE YEARLY BUDGET ADOPTION PROCESS.**

TYPE OF ACTION: ☒ **Administrative** ☐ **Legislative** ☐ **Quasi-Judicial**

PURPOSE(S) OF ACTION:
Approve an increase of recurring financial support.

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:
In December 2018, the City of Las Cruces (City) and Las Cruces Public Schools (LCPS), entered into a Joint Powers Agreement (JPA), Attachment "A", creating the Las Cruces Partnership for Community Schools (Partnership) and its Board to establish a Community Schools initiative utilizing the combined resources of the parties of the JPA, together with the resources of the public and private organizations. Community schools allow students the opportunity to have access to dental services, mental health support from school-based therapists, and many more resources; which lead to better graduation rates and more success as students progress through their school years, and fewer chronically absent students and declines in disciplinary action.

In July 2019, Council approved $100,000.00 in recurring funds to support the initiatives of the Partnership financially. These funds assist in supporting and sustaining a network of high-quality community schools to promote student achievement, positive conditions for learning, and the well-being of families and communities.

Competitive grants have allowed the addition of new community schools. However, these funding sources are not recurring and may at some point end for the LCPS, and while LCPS is the lead and fiscal agent for this work, additional funding assists the Partnership in meeting its ongoing mission: "To scale, support, and sustain a network of high-quality community schools to promote student achievement, positive conditions for learning, and the well-being of families and communities."

During the Budget process in May 2022, Council already approved an increase of $50,000.00 to this line item in the general fund for additional funding. Staff requests that the $50,000.00 increase is recurring, and requests that any future changes be approved by Council through the standard budgeting process.

This initiative contributes to Elevate Las Cruces Goal CP-6, "Utilize schools as an integral component of neighborhood development and community life."

SUPPORT INFORMATION:

Attachment "A" - JPA

PLAN(S):
Elevate Las Cruces

DOES THIS AMEND THE BUDGET?:
☐ Yes
☒ No

Does this action amend the Capital Improvement Plan (CIP)?
☐ Yes
☒ No

Does this action align with Elevate Las Cruces?
☒ Yes
☐ No

OPTIONS / ALTERNATIVES:
1. Vote "Yes"; this will approve the Resolution to increase the recurring financial support and allow any future amendments to be approved through the yearly budget adoption process.
2. Vote "No"; this will not approve the Resolution to increase the recurring financial support and deny the ability for any future amendments to be approved through the yearly budget adoption process.
3. Vote to "Amend"; will require direction to staff.
4. Vote to "Table"; will delay providing additionally needed funds to the Partnership for community schools.

REFERENCE INFORMATION:
Resolution 19-012
Resolution 20-011

JOINT POWERS AGREEMENT AMONG THE CITY OF LAS CRUCES AND LAS CRUCES PUBLIC SCHOOLS

THIS AGREEMENT is made and entered into among the City of Las Cruces (City) and the Las Cruces Public School District (LCPS) (collectively "the Parties") pursuant to the Joint Powers Agreements Act, Sections 11-1-1 through 11-1-7 NMSU 1978 (the Act) on the date last entered below. The common powers to be exercised are as set forth in this Agreement.

WHEREAS the City and LCPS are public agencies, as defined in the Act, and authorized by law to enter into this Agreement; and

WHEREAS, the City and LCPS desire to enter into this Agreement in order to effectuate administrative efficiency in the funding of programs by the establishment of the Las Cruces Partnership for Community Schools; and

WHEREAS, the City and LCPS have previously approved Resolutions related to Community Schools in Las Cruces and enter this Agreement to formalize the relationship and terms of each previously approved Resolution.

NOW THEREFORE IT IS MUTUALLY AGREED AMONG THE PARTIES TO ESTABLISH THE LAS CRUCES PARTNERSHIP FOR COMMUNITY SCHOOLS AND CREATE THE LAS CRUCES PARTNERSHIP FOR COMMUNITY SCHOOLS BOARD AS THE ADMINISTERING AGENCY UNDER THIS AGREEMENT.

The parties agree as follows:

1. Purpose. The purpose of this Agreement is to establish a Community Schools Initiative utilizing the combined resources of the Parties to this Agreement together with the resources of other public and private organizations. Each Resolution previously approved by the City and LCPS is attached hereto as Exhibit "A" to demonstrate the intended scope of the Community Schools Initiative and not as a binding document. In addition, the Mission Statement of the Partnership is:

   "To scale, support, and sustain a network of high-quality community schools to promote student achievement, positive conditions for learning, and the well-being of families and communities."

2. Method of accomplishing the Purpose. This Agreement establishes the Las Cruces Partnership for Community Schools administered by a Partnership Board (henceforth referred to as "Board"). The Board is empowered to administer programs within the scope of the Community Schools Initiative for which it has obtained funding. The Board is empowered to accept the administration and dedicated funding sources for any programs transferred to the Partnership. The Board may also accept the responsibility to administer programs within the scope of the Community Schools Initiative when the funding for the program remains with a separate organization.

3. Receipt and Disbursement of funds. The Partnership is authorized to receive funds from any source. Funds shall be disbursed only by approval of the Board.

4. Accountability. The Board shall be responsible for strict accountability of all receipts and disbursements. Each Party shall, upon reasonable notice, be entitled to review records of all receipts and disbursements.

5. Terms. This Agreement shall have an indefinite term, subject to termination by any Party as provided below.

6. Creation of Partnership and Board through Joint Power Agreement. Upon approval of this Agreement, the New Mexico Department of Finance and Administration will be requested to approve the creation of the Partnership. Once this Agreement is entered into, additional entities may be added to the Partnership through the adoption of a new Joint Powers Agreement following approval by the Department of Finance and Administration.

7. Termination. Any Party may terminate this Agreement by giving six (6) months written notice as provided in the notice clause below. This Agreement may also be terminated by a majority vote of the Party Board Members without a requirement for advance notice, except for such notice as may be required for a vote in the Partnership's bylaws. Termination shall be effective on behalf of the City by action of the City Council. Termination shall be effective on behalf of each entity by action consistent with its internal procedures.

8. Property acquired and disposition of surplus money. The disposition, division or distribution of any property acquired and any surplus money obtained as a result of the joint exercise of powers under this Agreement shall, after the completion of the Agreement's purpose or upon termination of this Agreement by any Party be returned in proportion to the contributions made by each Party, after payment of obligations legally entered into by the Board.

9. Powers of administering agency under agreement. The agency provided by the agreement to administer this agreement is the Board. The Board shall be considered under the provisions of the Act as an entity separate from the Parties to this Agreement. The Board shall possess the common powers specified in this Agreement and may exercise them in the manner or according to the method provided in this Agreement, subject to any of the restrictions imposed upon the manner of exercising such power in this Agreement. The Board shall adopt bylaws as soon as practicable after this Agreement goes into effect and shall be governed thereafter by the bylaws.

10. Organization of the Board.
    a. Each Party shall appoint three (3) Members ("Party Board Members") according to each Party's own rules. The term of each Party Board Member shall be determined by the Party making that appointment. Each Party shall be entitled to appoint, reappoint or remove during a Party Board Member's term the Party

Board Member. Any Party removing a Party Board Member shall immediately notify the other Board Members of the name of the new Party Board Member.

b. Each Party, subject to Board approval, may assign its employees to serve as support staff for the Board.
c. Upon approval of at least two Party Board Members of each of the Parties, up to six additional Board Members ("Additional Board Members") may be added to the Board representing as follows:
    i. NEA-Las Cruces - up to two Additional Board Members
    ii. New Mexico State University - up to two Additional Board Members
    iii. The nonprofit sector - up to two Additional Board Members, to represent all nonprofit entities

    Additional Board Members shall have the same rights and powers as Party Board Members, except as otherwise limited in this Agreement.
d. Upon a majority vote by the Board, members may be appointed to serve on the Board in a non-voting capacity ("Non-Voting Board Members").
e. Additional Board Members and Non-Voting Board Members appointed under paragraphs 10(c) or 10(d) may be removed by a majority vote of the Party Board Members appointed under paragraph 10(a). Only the Party Board Members may vote to remove Additional Board Members and Non-Voting Board Members. Party Board Members may only be removed by the Party who appointed the member, according to the Party's own rules.

11. Meetings. Board meetings shall be subject to the Open Meetings Act, Section 10-15-1 through 10-15-4 NMSA 1978. A quorum of the Board shall consist of a simple majority of the then current voting Board members.

12. Contracting. The Board may contract for staff, consultants and a fiscal agent. The fiscal agent shall be bonded and licensed as required by law and be bonded or insured as required by the Board. All entities contracting with the Board shall be required to provide full accountability of expenditures and funds administered on behalf of the Board and shall be subject to audit by the Board.

13. Assets. The Board, its staff and any contractors shall maintain an inventory of all assets acquired by the Board.

14. Budget Approval. There shall be an annual budget of the Partnership approved by a simple majority of current Board members.

15. Initial Funding Contribution. Within three months of signing this agreement, the Parties will decide and, by majority vote of the board, approve initial funding for the Board.

16. Subcontracting an assignment. The Parties may not subcontract any portion of the obligations to be performed by it pursuant to this Agreement, assign this Agreement or obligate itself in any manner to any third party with respect to any rights or responsibilities under this Agreement without the prior written consent of the other Party(ies).

17. Equal opportunity compliance. Each Party agrees to abide by all federal and state rules and regulations pertaining to equal opportunity. In accordance with those laws and the regulations promulgated pursuant thereto, each Party agrees to assure that no person shall on the grounds of race, color, national origin, sex, sexual orientation, age, handicap, serious medical condition, ancestry, religion, or gender identity be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination in the performance of this Agreement.

18. Governing law. This agreement and the interpretation hereof shall be governed and enforced in accordance with the laws of the State of New Mexico.

19. Insurance. No Party shall be responsible for any liability incurred as a result of the Partnership's or other Party's acts or omissions in connection with this Agreement. The Board shall obtain insurance to protect the Partnership, the members of the Board and the Parties to the extent that any liability is created by the wrongful actions of the Board. Any liability incurred in connection with this Agreement is subject to the immunity and limitations of the New Mexico Tort Claims Act.

20. Construction and severability. If any part of this Agreement is held to be invalid or unenforceable, such holding will not affect the validity or enforceability of any other part of this Agreement so long as the remainder of the Agreement is reasonable capable of completion.

21. Forum selection. Any cause of action, claim, suit demand, or other case or controversy arising from or related to this Agreement shall only be brought in a state district court located in Doña Ana County New Mexico or in a federal district court located in New Mexico. The parties irrevocably admit themselves to and consent to the jurisdiction of either or both of said courts. The provisions of this paragraph shall survive the termination of this Agreement.

22. Amendment. This Agreement may not be altered, changed or amended except by a written agreement executed by the Parties and entered into with the same formality and under the same procedures used to adopt this Agreement.

23. Notices. All notices, approvals, consents or payments required by this Agreement to be given to any Party shall be deemed to have been fully delivered, given, made or sent when made in writing and depositing in the United States mail, certified, with postage prepaid thereon, and addressed to the following unless any party changes its respective address by giving written notice of such change to the other parties:

City of Las Cruces
700 North Main Street
Las Cruces, NM 88001
(575) 541-2000
Contact Person: Stuart C. Ed,
City Manager

Las Cruces Public School District
505 South Main Street, Ste. 249
Las Cruces, NM 88001
(575) 527-5800
Contact Person: Gregory Ewing,
Superintendent

24. State approval. This Agreement shall be submitted to the State Board of Finance for approval after execution by the Parties. This Agreement shall have no effect unless and until approved by the Secretary of Finance and Administration.

IN WITNESS WHEREOF, the City and LCPS have executed this Agreement as of the date last entered below.

CITY OF LAS CRUCES
CITY COUNCIL
By: _____
Date: 7/16/18

Approved as to form:
_____

LAS CRUCES PUBLIC SCHOOL
BOARD OF EDUCATION
By: _____
Date: 5/15/18

Approved as to form:
_____

APPROVED: New Mexico Department of Finance and Administration
By: Duffy Rodriguez
Date: 7 Nov. 2018

#7326

STATE OF NEW MEXICO
DEPARTMENT OF FINANCE and ADMINISTRATION (DFA)
JOINT POWERS AGREEMENT (JPA) BRIEF

RECEIVED
NOV 07 2018
DFA
OFFICE OF THE SECRETARY

DFA Office of the Secretary
Bataan Memorial Bldg., Suite 180
Santa Fe, New Mexico 87501
(505) 827-4985
Agencies must complete and transmit this form along with all backup documentation to the DFA.

PRIMARY PARTY: Las Cruces Public Schools
SECONDARY PARTY: City of Las Cruces
OTHER PARTY:
CONTACT NAME: David Greenberg **PHONE:** 410-236-7978
CONTACT ADDRESS: Dgreenberg@lcps.net

DOCUMENTS ENCLOSED:		**AMOUNT:**	
☑	JPA	Federal Funds	$
☐	JPA Amendment	General Fund	$
☐	Purchase Document	Other State Funds	$
☐	Written Justification	Local Gov. Funds	$
☐	Other	TOTAL	$

Purpose: To establish a Community Schools Initiative utilizing the combined resources of the Parties
Term: Indefinate From: Date of DFA Approval To: Indefinate
FOR AN AMENDMENT, LIST THE ORIGINAL JPA EXPIRATION DATE:

Statutory Requirements- ***Agencies must check each blank CERTIFYING to DFA that the JPA:***

✓	jointly exercises a power common to the parties (*Transferring funds from one agency to another does not constitute the joint exercise of power.);*
✓	clearly specifies its purpose;
✓	establishes the method by which its purpose will be accomplished;
✓	establishes the manner in which the joint power will exercised;
✓	provides for strict accountability of all receipts and disbursement;
✓	addresses disposition, division, distribution and ownership of any property acquired as the result of the joint exercise of power; and
✓	specifies that any surplus money shall be returned in proportion to the contributions made.

Other Requirements – ***Agencies must enter Y (Yes), N (No), or N/A (Not Applicable) to each of the following:***

Y (Yes)	Is one original and at least two copies of the JPA or amendment attached? (*DFA will forward copies to the contact.)*
Y (Yes)	Does the JPA or amendment have original signatures executed by authorized officers, employees or other representatives empowered to bind their respective entities?
Y (Yes)	Are all exhibits referred to in the JPA attached?
N (No)	Does the JPA provide for the expenditure or transfer of public funds by a state agency? (*All public money must be budgeted.)*
N (No)	Does the JPA provide for the transfer of local, state or federal funds to a state agency? If the answer is yes, cite or attach the legislative authority permitting the receiving state agency to increase its budget from such a transfer.
N/A	If the JPA or amendment start date is prior to the date submitted to DFA or, if the original JPA has expired, is a justification letter requesting retroactive approval attached? (*A detailed, letter explaining the circumstances must be signed by the agency head of one of the parties.)*
Y (Yes)	Has the JPA or amendment been reviewed by legal counsel? If yes, state Who Barry Berenberg, Jennifer Vega-Brown

Agency Head Signature [signature] **Title** Superintendent

LAS CRUCES PUBLIC SCHOOLS

City of Las Cruces
MOUNTAINS OF OPPORTUNITY

May 13, 2019

KENNETH MIYAGISHIMA
MAYOR, CITY OF LAS CRUCES
700 NORTH MAIN STREET,
LAS CRUCES, NM 88001
CC: INTERIM CITY MANAGER BILL STUDOR

RE: Las Cruces Partnership for Community Schools

Dear Mr. Mayor:

In December 2018, the City of Las Cruces and Las Cruces Public Schools, entered into a Joint Powers Agreement creating the Las Cruces Partnership for Community Schools (Partnership) and its Partnership Board. The Partnership Board convened in February 2019, and now includes Board members representing the City, School District, New Mexico State University, NEA-Las Cruces, and nonprofit entities. The Partnership works to create schools that are more responsive to and collaborative with the community and a community that is more responsive to and collaborative with schools. It does this by scaling, supporting, and sustaining a network of high-quality community schools to promote student achievement, positive conditions for learning, and the well-being of families and communities.

In January 2017, the first community school process was launched in Las Cruces at Lynn Community Middle School. While still early in its development, Lynn has established dozens of successful community partnerships. Lynn Middle School's community school administrator position, the primary cost of a community school, has been and will continue to be funded by Las Cruces Public Schools. The annual cost of this coordinator at currents levels is $92,042.57 ($63,527.00 for salary and $28,515.57 for benefits).

We are writing to request that the City of Las Cruces appropriate $100,000 in funds for FY 2020 as a recurring appropriation thereafter to (a) hire and sustain a second community school coordinator/ administrator to launch a second community school in Las Cruces, and (b) provide limited administrative support for the Las Cruces Partnership for Community Schools. We are asking that $92,000 be budgeted for the costs of a second community school administrator's salary and benefits, and $8,000 be budgeted for administrative costs related to the partnership ($5,000 for processing meeting minutes, $1,000 for liability insurance, $2,000 for graphic design support). If funding is remaining after these expenses, it can be used to support community school professional development and training, such as travel costs for Partnership Board and staff to attend the National Coalition for Community Schools Convening in May 2020, which will costs approximately $8,000 to send a team of four representatives.

Thank you for your consideration and your dedication to our community schools concept.

Sincerely,

Gregory Z. Smith
Chair, Las Cruces Partnership for Community Schools Board

Council Work Session Summary

Meeting: Work Session - Feb 23 2026

TITLE: AMADOR HOTEL UPDATE AND AMADOR HOTEL FOUNDATION REPORT.

PURPOSE(S) OF DISCUSSION: ☒ **Inform/Update** ☐ **Direction/Guidance** ☐ **Legislative Development/Policy**

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The Quality of Life Department will provide an update on the Amador Hotel construction project with assistance from the Public Works Department. The update will include background on the Amador Hotel, the vision for its usage upon completion, and the Capital Development Program Fund grant that the Amador Hotel project is slated to receive from the State of New Mexico. In addition, stakeholder group the Amador Hotel Foundation will provide a brief report on their recent activities.

SUPPORT INFORMATION:

Amador Study Final Report Kells and Craig_Compressed
250917 Amador ALL PHASES Project Schedule
Volume-1_Amador Hotel_FINAL-HSR_Screen

PLAN(S):

Other

COMMITTEE/BOARD REVIEW:

None

THE AMADOR

Historic Hotel Reuse Plan
Final Report

November, 2009

Prepared for
the City of Las Cruces
and the Amador Museum Foundation

Kells + Craig Architects
MK Communications
Andrew Merriell & Associates

THE AMADOR

Historic Hotel Reuse Plan

Final Report

November, 2009

CITY OF LAS CRUCES

Mayor Ken Miyagishima

City Councilors
Sharon Thomas, Mayor Pro-Tem
Dolores Connor
Olga Pedroza
Miguel Silva
Nathan Small
Gill Sorg

City Manager Terrence Moore

City Staff
Facilities Department — Brian Denmark, Director; Tomas Mendez, Project Manager
Public Services — Lori Grumet, Director

THE AMADOR MUSEUM FOUNDATION

Board of Directors
Jamie Fletcher, President
Richelle Ponder, Vice President
Chub Foreman, Treasurer
Heather Pollard, Secretary
Dolores Archuleta
Sonja Cooper
Glenn Cutter
Deb Dennis
George Helfrich
Arturo Jurado
Sonny Klein
Jim McKinney
Libby Pruett
C.W. "Buddy" Ritter
Jim Shook
Rick Stoes

Operations Officer Dawn Starostka

PROJECT CONSULTANTS

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Andrew Merriell & Associates
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Stuctural Engineering
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El Paso, TX 79903
915.544.2810
ponceeng@aol.com

***Above**: Location of Las Cruces and cities with museums included in research portion of this study.*

***Right**: Location of The Amador Hotel.*

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NMSU Library, Archives and Special Collections # 00040219

INTRODUCTION

The Amador Hotel is a significant historic landmark in downtown Las Cruces and one of the oldest original buildings in the City. Built as a homestead for the Amador family in the 1870s, it became a rest stop for drovers and other travelers by 1878. Eight years later, a second story was added and the building evolved into a full-fledged hotel. Over the years the hotel served as a social gathering place for the community and gained a reputation from travelers as one of the best places to stay in the region.

After a century of serving the public, the building was sold to Citizens' Bank in 1968. Under new ownership, the property was altered significantly to accommodate bank customers. The County of Doña Ana acquired the property in 1985 for administrative offices. In 2005, the County moved to a new facility and placed the Amador Hotel on the market.

A group of local citizens actively petitioned Dona Ana County and the City of Las Cruces advocating for the preservation and rehabilitation of the building. Eventually the County donated the building to the City with the stipulation that the building be considered for a history museum.

The Amador Museum Foundation. A private nonprofit 501(c)(3) was organized in 2006 with the goal of raising funds to preserve the Amador Hotel and create a museum of history for the citizenry. The Foundation, working closely with City staff and elected officials, set out to develop a plan for the building and to raise funds for its renovation as a history museum.

The Foundation successfully petitioned the New Mexico Legislature to fund the development of a plan to preserve the building, and to create an interpretive and operations plan for a history museum. In 2007, the Legislature authorized $62,900 to "plan, design, and renovate the Amador Hotel for city use"; and $114,000 in 2008 to "plan, design, renovate, and construct improvements to the Amador Museum."

These funds were used to undertake this adaptive reuse study. The architectural firm of Kells + Craig Architects, along with museum consultants Andrew Merriell and Associates and MK Communication, were engaged to provide expertise in architecture, historic building preservation, museum exhibits and programming, operations, financing and marketing.

Although originally envisioned as a history museum, the reuse plan for the Amador proposes a multi-use building comprising a small museum, events center, offices for non-profit organizations, restaurant, and small gift shop. This change has come about through interviews and visioning workshops with community members, Town Hall meetings, and meetings with the Amador Museum foundation Board and City of Las Cruces staff and administrators.

ACKNOWLEDGMENTS

The consultant team wishes to acknowledge the contributions from City of Las Cruces staff, members of the Amador Museum Foundation, and the many citizens of Las Cruces who participated in the interviews, workshops, and town hall meetings for this study. We would also like to thank Martin Amador Campbell Jr., the former owner of the Amador Hotel, for his valuable insights into the history of the hotel and the use of some of the historical photographs in this report. Likewise, we wish to acknowledge Jean Fulton and Cornerstones Community Partnerships, author of the "Conditions Assessment for the Historic Amador Hotel", May 2008, which is referred to throughout this plan, and for permission to use photographs of work done in that assessment; Gerald Lundeen, architect, for drawings and information on previous renovations and additions to the Amador; and the Rio Grande Historical Collection at NMSU for the use of other historic photographs of the building.

Dawn Starostka, from the Amador Museum Foundation, provided invaluable help in scheduling and coordinating interviews, workshops, and Town Hall meetings. The following individuals provided valuable information to the study team through their participation in these workshops and interviews:

INTERVIEW PARTICIPANTS

City of Las Cruces

Terrance Moore, City Manager

Dolores Archuleta, Former City Councilor; Amador Museum Foundation Board member

Garland Courts, Museum Manager, Branigan Cultural Center

Robert Garza, Assistant City Manager

Lori Grumet, Director of Public Services

Christina Logan, Economic Development Administrator

Ken Mompellier, Executive Director, Las Cruces Convention and Visitors Bureau

Miguel Silva, City Councilor

Kathleen Teaze, Administrator, Thomas Branigan Memorial Library

Will Ticknor, Director of Museums

Amador Museum Foundation, Board Members

Dr. Chuck Murrell, Chairman, Amador Museum Foundation; Past President, Dona Ana Historical Society

Dr. Deborah Dennis, Executive Director, Human Systems Research, Inc

George Helfrich, President, Dona Ana Historical Society

Heather Pollard, Executive Director, Dona Ana Arts Council

C. W. "Buddy" Ritter, Past President, Amador Museum Foundation; Owner, Double Eagle Restaurant

WORKSHOP PARTICIPANTS

Bonnie Hosie
George Hackler
Lori Grumet
Pat Beckett
Jamie Fletcher
Ken Mompellier
Larry Braxton
Will Ticknor
Heather Pollard
Chuck Murrell
Bernadette Valdes
Deborah Dennis
Beverly Chávez Floyd
Anna Emerick-Biad
Terriane Everhart
Richelle Ponder
Stephanie Long

Greater Las Cruces Business Community

Patrick Beckett, President, Camino Real de Tierra Adentro Trail Association; Owner, COAS Bookstore

Andrea Camunez, Board Member, Downtown Las Cruces Partnership

Laura Conniff, Realtor

Cindi Fargo, Executive Director, Downtown Las Cruces Partnership

Tom Hutchinson, Owner, La Posta Restaurant

Monte Marlin, Chief of Public Affairs, White Sands Missile Range

David McCollum, Publisher, Las Cruces Bulletin; Past Chair, Greater Las Cruces Chamber of Commerce

Derrickson Moore, Columnist, Las Cruces Sun-News

Steve Newby, Principal, Steve Newby Architects and Associates

Jud Wright, Owner, Del Valle Printing

Las Cruces Education Community

Jennifer Amos, Director of Secondary Instruction, Las Cruces Public Schools

William Harty, Executive Director of Research Administration, New Mexico State University

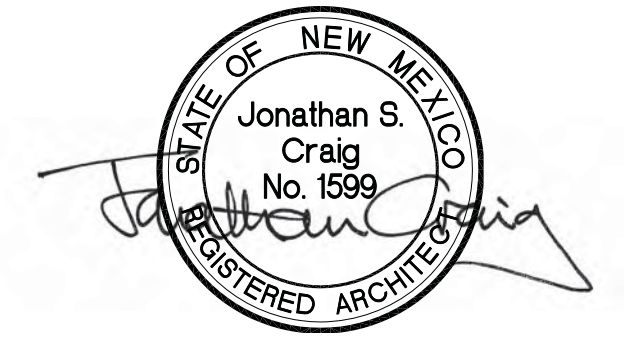
Bonnie Hosie, Coordinator, Visual and Performing Arts, Las Cruces Public Schools

Jon Hunner, Public History Director, Department of History, New Mexico State University

Elizabeth Marrufo, Director of Elementary Instruction, Las Cruces Public Schools

Anna Perez, Instructor, Las Cruces Public Schools

I certify that the architectural analysis, recommendations, and conceptual design included in this plan were prepared under my supervision.



Jonathan Craig
November 18, 2009

Work on The Historic Amador Hotel Reuse Plan started in December, 2008, and is the result of an intensive effort that included significant involvement by the Amador Museum Foundation, City of Las Cruces staff, potential stakeholders, and the community-at-large. The process used interviews, workshops, and Town Hall meetings to develop the reuse proposals which were incorporated into a draft plan that was presented to the Las Cruces City Council at a public working session in August of 2009. This final plan is the culmination of that effort and includes revisions and additions requested at the Council meeting and from subsequent review of the draft document by Councilors, Amador Museum Foundation Board members and city staff.

The scope of the study generally reflects that required by the original Request for Proposals (RFP), however certain items had to be deleted or reduced in scope during contract negotiations in order for the work to fall within the available funds. Items that were deleted included the services of a landscape architect and a civil engineer and a reduction in the number of trips to Las Cruces and the number of meetings proposed by the study team in its response to the RFP. Further, the change of direction in the planned use for the building during the study required rearranging and curtailing some of the original tasks in order that other tasks relating to the change in direction could be accomplished.

The study falls into three primary phases typically used by museum and interpretive planners in planning a new museum:

- Discovery Phase / Data Gathering
- Visioning & Preliminary Design
- Final Design Proposal and Documentation

The Discovery Phase seeks to determine what stakeholders and the community-at-large are looking for in the proposed museum and what level of community support exists for it. This phase also looks at other museum resources in the area and anticipated visitorship. This study also included detailed measurements, documentation and analysis of the existing building, and a historic preservation analysis. **The Visioning Phase** seeks to identify the "stories to be told" by the exhibits and generate preliminary design concepts, including funding and operational concepts. The **Final Design Proposal and Documentation Phase** develops the exhibit concept, building design, and the operations and funding plans into specific recommendations.

The interviews conducted by the museum and interpretive planning consultants with over 30 stakeholders at the beginning of the **Discovery Phase** in January, 2009 revealed that there was considerable affection for the Amador building as an important contributor to Las Cruces' historic resources many of which were lost in the redevelopment of Downtown in the late 1960s and in the intervening years. There was also strong support and gratitude for the effort by members of the Amador Museum Foundation who fought to save the building from possible demolition and successfully negotiated transfer of its ownership from Dona Ana County to the City of Las Cruces following the County's move to its new facility. There was much less support among those interviewed for reusing the building as a dedicated history museum, although most saw a need for some kind of museum exhibit to be included in any reuse plan. This reflects what is found nationally where history museums are typically the least-visited of all museums and the most difficult to sustain. What captured the imagination of those interviewed, and was confirmed by those who participated in visioning workshops and Town Hall meetings during the Visioning Phase, was the idea of The Amador "coming back to life" as a vibrant social venue in Downtown Las Cruces. It was seen by many as a possible catalysts project in Downtown's revitalization and an opportunity to add more critical mass to the overall plans for the area's redevelopment. Following an interim report on these findings, the study team met with representatives of the Amador Museum Foundation and city staff in April of 2009 to seek direction as to whether to proceed with the idea of a dedicated

EXECUTIVE SUMMARY

history museum or pursue alternative reuse options that would more closely reflect the aspirations expressed in the stakeholder interviews. The team was directed to look at alternative uses and the focus of the follow-up Visioning Phase and workshops was to define these uses rather than simply define a storyline for museum exhibits.

During two half-day workshops, the participants identified a range of possible uses in which an events center, hotel and restaurant/bar ranked highest. A small museum exhibit was also seen as an important component of any scheme. In addition, multiple uses that allowed for public access were favored. There was also a preference for including uses that could be potential revenue generators to offset the cost to the city of owning the facility. Following the workshops the study team developed conceptual designs for three options that included conceptual floor plans, site plans, and 3-dimensional renderings for:

- Option 1: Events center, offices (at second floor), and small museum exhibit
- Option 2: Boutique hotel, café, and small museum exhibit
- Option 3: Events center, offices (at second floor), restaurant/bar addition, and small museum exhibit.

Options 2 and 3 included a dining patio, which was a feature of the old Amador Hotel—before its conversion to a bank—that people remembered vividly in the visioning workshops. The proposals were presented at two Town Hall meetings in June of 2009, where a preference was indicated for Option 3 with a strong second choice preference for Option 2. The museum planning consultant also interviewed representatives of the business community and potential funders at this time and sought their reaction to the proposals. The proposals were favorably received and those interviewed were supportive of the idea of The Amador being developed and operated by a public/private partnership and linked to the revitalization of Downtown. Although raising funds in the current economy would be difficult, they felt that these components increased the chances of private funding support.

Following the Town Hall meetings, the consultant team was directed by the city project manager to develop a more detailed design proposal for Option 3, including development costs. The proposal is included in Section III, Design Proposal and Documentation, and includes the following components:

Vision for the building and museum: The plan includes proposed floor plans, elevations, a site plan, and 3-dimensional renderings of Option 3 along with concepts for the museum exhibit design. Historic preservation strategies are identified and a building code analysis is included. Building construction, structural considerations, mechanical, plumbing and electrical systems, site drainage, and site utilities are discussed. A preliminary project budget provides a range for construction cost and other project expenses such as furnishings and equipment, design fees, and contingencies. A range of costs is given to take into account unknown factors such as the extent of structural upgrades required at the historic structure—which cannot be known without additional selective demolition and investigation—more detailed design, and further consultation with building code officials.

Operations plan and budget: This section provides a market profile of the project including descriptions of comparable, mixed-use museum facilities in other parts of the United States, and proposes operating plans and a pro-forma for the museum portion of the facility. Since the original intent of the project was to develop the entire building into a museum, the study team includes a museum planner with experience in museum operations, management, and budgets. Regardless of the size of the museum, it still requires an operating plan and thus one is included in this section for the proposed small museum exhibit. The plan also includes some recommendations about operation of a museum gift shop. While some of the projected operating costs and revenues for the events center, offices, and restaurant are included, they fall outside the expertise of a museum

planner. Additional research and recommendations should be provided by a consultant specializing in leasing and operations for these types of functions. This is recommended as a follow-up task in the last section of the plan.

Analysis of funding sources and strategies: This section provides a description of potential public and private funding sources including public and private grants and tax credits, with descriptions of their intent and how The Amador might qualify to receive funds from them.

The last section of the study includes recommendations for Phasing and Follow-up. The Mayor and City Council have requested that the consultants include recommendations to phase the construction, given the difficulty of raising the estimated $8-$11 million project budget at one time. The section includes both possible construction phasing and a list of tasks and their sequence that should be completed in order to move the project forward to a point where the first phase of construction can begin. A range of costs has been assigned to these phases and tasks.

The most important task to complete before moving forward with the first phase of construction is to undertake additional selective removal of the exterior stucco and interior finishes, in order to view currently concealed structural elements so that the nature and condition of the building structure can be fully understood. This information should then be used to perform a detailed structural evaluation by a professional structural engineer, which is required for the building code official to determine the extent to which the historic structure must be upgraded for its proposed new use. The structural engineer would then need to work with an architect experienced in historic preservation to develop feasible ways to make these upgrades which must be accepted by the building code official and by the State Historic Preservation Officer, who must make determinations about the acceptability of these upgrades for a State-Registered Historic Structure. Without performing these steps it is not possible to develop a realistic plan or budget for the project, or determine what portion of this budget must be expended in the first phase. Concurrent tasks should also include Phase 1 and 2 environmental surveys (to determine if hazardous materials exist in items to be selectively removed), a geotechnical survey to determine the nature and bearing capacity of the soil (required for the structural analysis), and a topographic survey and drainage analysis to be performed by a professional surveyor and civil engineer respectively so that existing drainage issues which are potentially harmful to the structure can be addressed in the first phase of construction.

In addition to construction related items, the **Phasing and Follow-up** section includes recommendations for additional market analysis and operating studies for the events, office and restaurant components, and fundraising and marketing studies to provide the Amador Museum Foundation and the city with strategies for funding and marketing the facility.

The Amador Museum Foundation is anxious to put the building back to use for small events on an interim basis as soon as possible so that the public can witness the process of its transformation and will be keenly anticipating the time when it can be rejuvenated as the social hub it once was. The preservation of The Amador provides an opportunity to engage and educate the community about its history and the place this unique building had in the development of Las Cruces. While any interim use will be dependent on the above structural analysis and approval by the Las Cruces Fire Department, the city as the owner, and the building code official, engaging the community in the entire process of preservation can only increase the chances of its success and the community's support of the project. Finally, the project offers an opportunity to demonstrate how a historic preservation project can be an example of sustainable building through preservation of existing resources as well as through strategies for energy and water conservation and incorporation of renewable, non-toxic materials and systems in its renovation and expansion.

I.

DISCOVERY PHASE PURPOSE

The purpose of this phase was to:

- Seek input about community preferences for the interpretive plan for the museum and exhibits.
- Obtain insights into potential operations, management, marketing, and funding for the project.
- Research the building's history and identify extant elements of historic significance.
- Measure and document the building and the site.
- Review building code and other requirements affecting the development of the project.

Aerial view of the Amador

INTRODUCTION

Over 30 individuals were interviewed in-depth in late January 2009 for their views of and aspirations for the development of the Amador Hotel. These individuals represented a wide range of community interests, including representatives of the city, the Amador Museum Foundation, and the business and educational community.

At the outset of this exercise, the consultants assumed the Amador Hotel building was to become a historical museum. From the interpretive planning angle it was hoped the stakeholder interviews would give the team some idea of the range of pre-existing visions for this museum. Interpretive planning seeks to obtain good answers to the basic questions that define a museum, visitor center, or any institution whose purpose is to tell some kind of a story.

However, by the end of the exercise, the study revealed that devoting the whole Amador Hotel building to a historical museum is not in the best interests of the citizens of Las Cruces. Instead, the consultants found much more support for the idea of returning the Amador to its role as a central gathering place for residents; a few rooms would be devoted to the purpose of conveying the Amador's colorful history, as well as its importance today. The following is a summary of the investigation.

QUESTIONS

The following are the specific questions the stakeholders were asked. The consultants sought to use the responses to define: the constituency and intended audience; the mission and main message of the proposed institution; the content and important stories to be conveyed in the exhibits; and the nature of the visitor experience.

1) Do you think it's a good idea to turn the Amador Hotel into a history museum? What do you intend to accomplish by doing this? What do you think is the most important thing for the new museum to do? What's the biggest mistake the makers of the new museum could make?
2) Who do you hope will benefit from this new museum? Do you think you personally will benefit?
3) What would you like to see in the new museum?
4) What do you hope visitors will learn from the new museum? What's the most important takeaway message?
5) Tell me the most interesting story you know about the Amador Hotel, or the Las Cruces/Mesilla Valley area.
6) What kind of experience would you like visitors to have there? What kind of experience would you like to have there?

7) Do you visit museums often? What are your favorite ones? What do you like about them?

CONSTITUENCY/ AUDIENCE

The constituency for the Amador Hotel project comprises everyone who cares about preserving the building—and that seems to encompass the majority of the community, or at least its long-term residents. However, the two constituent groups that stand out are the Amador Museum Foundation (AMF), the body that set this project in motion, and the City of Las Cruces, which now owns the building and operates the local museum system. AMF largely came together for the purpose of preserving the building. In addition, some if its members own artifacts for which a new history museum might provide a home. For the City of Las Cruces, however, the Amador Hotel has the distinct potential of overwhelming an already underfunded and overburdened museum system. Therefore it is important to define exactly the kind and scale of museum the community is looking for, in the hopes of striking a balance between the needs of these two main constituent groups.

Many of our interviewees named children as the hoped-for audience. However, demographic analyses of history museum visitation show that historical museums appeal mainly to older visitors, even if the museums offer discovery rooms and interactive experiences designed to appeal to children. As much as older people think history should interest children, there is no evidence that it generally does. And in its best years the Amador was not much of a children's place.

People moving to the area from other parts of the country now make up the greater part of the recent growth of Las Cruces. Many of these are retirees. Some of our interviewees expressed doubt that a local history museum would appeal to these newcomers. However, some newcomers, particularly older ones, might see the Amador as a resource for becoming assimilated into the community. Other interviewees expressed hope that the Amador might be a tourist draw—but again, local history museums hardly ever serve an important role as tourist destinations in and of themselves. The consultant team's opinion is that whatever happens with the Amador, its success will depend on service to a broad spectrum of the local community.

MESSAGE/MISSION

Although many different ideas for a main message for the Amador Museum were heard, several interviewees settled on the cultural/ ethnic diversity message as the one most important takeaway messages of the Amador Museum. Everyone belongs. Everyone contributes. A good community embraces all its constituents. All members of the community have a right to pride in their heritage.

Las Cruces suffered terrible damage from the losses of St. Genevieve's Church (what some considered the spiritual anchor of the community) and its main street (which was replaced by an ill-conceived pedestrian mall). The community has learned the hard way that tearing down old buildings typically does more harm than good. Almost everyone interviewed expressed a deep passion for preserving the Amador Hotel building. The building began life as a private residence, then became in turn a boarding house, a hotel, a bank, and a county office building. Now it is a temporary bus station. But the consensus among stakeholders is that its glory days were its hotel days. In the first two-thirds of the twentieth century the Amador was not just a hotel; It was the hotel, offering the best lodging, eating, and drinking in Las Cruces. More importantly, it was the city's social anchor, the place where Las Crucens went to celebrate important events. It is the Consultants' opinion that returning the hotel to that role in the community would be entirely appropriate—revitalizing the Amador as the linchpin between Las Cruces' past and future.

Therefore, while most of the building would be devoted to hosting community events, a

small museum would serve as a means of telling Amador stories from the past. Such a museum would reinforce the need for preserving the building as a stage for experiences that will become fodder for stories in the future.

CONTENT/STORY

Other institutions in the area already cover many of the content areas stakeholders suggested for the Amador Museum. These include:

- Branigan Cultural Center - Las Cruces Local and Regional History
- New Mexico State University Museum Las Cruces - Local and Regional History
- New Mexico Farm & Ranch Museum - Las Cruces Agricultural & Ranching History
- Las Cruces Railroad Museum - Las Cruces Area Railroad History
- Bicentennial Log Cabin Museum - Las Cruces Pioneer History
- Gadsden Museum - La Mesilla Old West History
- Fort Selden State Monument Radium Springs - Early Military History
- White Sands Missile Range Museum WSMR - Past and Recent Military History
- New Mexico Museum of Space History Alamogordo - Space Exploration History

Planned museums:

- New Mexico State Veterans' Museum - Las Cruces Military History (as part of NM Military history)
- J. Paul Taylor Historic House Museum - La Mesilla Local and Regional History

However, a museum focusing specifically on the life of the Amador Hotel building, its significance to the community, the family that built and operated it, and the people who passed through its doors would be a unique and fitting subject for the Amador Museum.

In addition, telling certain elements of the history of Las Cruces and New Mexico would put the history of the Amador in context. To avoid repeating the content of other museums, history would be told in an unusual way, using a kind of "tipping point" theme: Something specific happens, causing things generally to change. Soldiers come from elsewhere intending to fight, but end up staying to live. The railroad comes in, and Las Cruces grows in importance relative to surrounding towns. Prohibition wipes out a promising local winemaking industry, and agricultural lands end up in cotton and pecans instead. White Sands Missile Range replaces ranches and brings a different kind of resident and economy to the area. A murder case gets national publicity, exposes government corruption, sweeping political changes ensue, and New Mexico narrowly escapes a fate as the gambling capital of the United States. Urban renewal results in community devastation. And with luck, the rehabilitation of a historic building knits together a city's past and its future.

VISITOR EXPERIENCE

The question of what kind of experience interviewees were looking for in a museum about the Amador proved the most difficult to answer. However, those who were able to articulate a vision kept coming back to the same themes: interactive, hands-on, technologically up-to-date, and media-rich. The aim of the museum, as a means of telling stories instead of just showcasing significant objects, is ideal for creating such a rich experience for visitors.

Above: *Bar at the Amador Hotel - NMSU Library, Archives and Special Collections #00040211*

OPERATIONS PLAN

DISCOVERY PHASE

In planning for developing, operating and managing the Amador History Museum, the consultants looked for insight into the potential operations and funding of the project. They sought answers to basic questions concerning public and private financial support, community goodwill, and the actual management of the institution. The questions we asked were these:

1) What do you consider to be the museum's future role in the educational and cultural life of Las Cruces and the region? Will the museum have the support of the business community as well as the support of everyday citizens?
2) How is the museum idea perceived by the citizens of Las Cruces? What do they see as the public value of the museum? What do your friends see?
3) What do you consider the greatest challenge facing the museum? What hurdles does it have to overcome to garner grassroots support?
4) What do you think should be the most compelling reason for the people of Las Cruces to support the museum?
5) Recognizing that financial support is relative based on the future direction of the museum and its value to the public, what do city leaders and the Amador Museum Foundation Board have to do to get your support for the museum? What do you think they have to do to get the support of the local citizenry?
6) If you could tell the leaders of the City of Las Cruces and the Amador Museum Foundation Board one thing as they move forward in an effort to create a new history museum for Las Cruces, what would it be?

In 2007 an agreement was signed between the City of Las Cruces and the Amador Museum Foundation for the restoration of the Amador Hotel and the development of a museum of history. The Amador Museum Foundation agreed that the City of Las Cruces, through its Museum System, would administer the operations of a museum of history to be located in the Amador building.

The museum staff would be employees of the City of Las Cruces and report to the Director of Museums. The interpretation of the building, the acquisitions and management of collections would be the responsibility of the City of Las Cruces Museum System. The installation of permanent and temporary exhibits and the development of programming would be the responsibility of the museum staff.

The Amador Museum Foundation would:

1) Provide the funding for restoration and repair of all Amador property features, expansions, and renovation.
2) Provide funding for museum development, design, fabrication, installation and interpretive planning of exhibit components and project needs.
3) Be responsible for providing on an annual basis, assistance with operating expenses.
4) Establish, operate and staff a museum gift shop within the museum of history facility.

Several of the people interviewed on the feasibility of the project voiced the concern that it was unreasonable to expect the foundation to raise capital and operating funds to renovate the building and operate the museum. They understood that while the city would own the building and the collections and provide the staff, it would be up to the Amador Museum Foundation to provide the funds for ongoing museum operations through monies obtained from contributions and other means. People pointed to the foundation's record of fund raising and were skeptical as to its ability to raise the monies needed to rehabilitate the building and create a viable history museum.

It was noted that if the foundation were to fail to meet its obligations, the city would then have the right and the opportunity to see how it might choose to use the building. In accordance with the agreement with Doña Ana County, if the city decides the building is unusable for its purposes, it will revert back to county ownership.

City officials noted that the Amador doesn't necessarily have to be a history museum and that the agreement between the city and the foundation could be modified. "It's not that we need to have a history museum. What we need to do is preserve the building, and use it for whatever functions are indicated by the consultants' studies," said one individual. According to others, the renovation of the building and its interior development must have a staff and financial support. At the time of the study, no resources were available for staff and budget for a proposed museum.

In the end, it was clear from the stakeholder interviews that the Amador needs to be preserved, but its function as a museum building was unclear. If funding for the preservation and rehabilitation of the Amador Hotel and for the development of a museum is not available, the history museum concept has little chance of moving forward.

FUNDING THE INSTITUTION

Most people expressed the opinion that funding the project would be the biggest issue the foundation would have to face. Others said that if funding wasn't the issue, then it would be whether the city could provide adequate support for the museum. While the museum was the priority of the foundation, city priorities involved the revitalization of Downtown Main Street, upgrading utilities for the people of Las Cruces, correcting drainage issues on the East Mesa, police and fire training, and the city's museum system.

A member of the foundation expressed the hope that the foundation would be able to obtain government funding to do what he referred to as "fixed asset improvements." "I'm hopeful that the plan the consultants come up with will give us direction and help us with the legislature. If that happens the foundation can help with the exhibits and with managing the museum. We don't have the resources in Las Cruces to raise $5 million to $10 million, so we will need some government funding."

It should be noted that the foundation did petition the legislature and did receive nearly $200,000 for the current museum study. However, the legislature has pulled back all capital outlay projects, and, according to some, could take years to accumulate enough money to do a significant project like the Amador. It was also stated that the city's current budget could not sustain the Amador, and any support in the future would require commitment from and approval by the City Council.

Several of those interviewed were concerned as to whether the foundation would be able to sustain the museum, or that the museum would be able to sustain itself. The feeling among some stakeholders was that the foundation would not be able to raise all the money needed to sustain the museum on an annual basis, that it would need additional "ongoing revenue streams." Most agreed that "It's a good organization, but fundraising is not their strong point."

Stakeholders spoke of the ability to raise "serious money" in Las Cruces, saying that Las Crucens give to the needs of the community. While money has been raised for a hospice, for children, and for the university, some questioned whether the city needs another museum recalling that "It took some time to finish the campaign for the Rio Grande Theater, but very little time for The First Step project."

Responding to the question of whether the business community would be supportive of the Amador project, a couple of businessmen indicated that the business community is fighting building fatigue and very few are willing to step up at this time and make any type of commitment. "I'm not giving to a building, but I'll give to a concept" said one individual, I'll give to something like a cultural district where everything ties together and it's all for the community, but I don't hear that yet about the Amador."

Finally there was a consensus among those interviewed that a window of opportunity exists with the current City Council to be more supportive of cultural affairs.

It must be pointed out that a good number

of city- and county-supported museums have a foundation or a friends group that provide added financial support for programming, exhibits, and even some staff. These foundations or friends groups are responsible for membership, annual giving, grants, major and planned gifts, corporate sponsorships, and earned income. While the Amador Museum Foundation agreement with the city goes beyond the essential support components of most foundations and friends groups, it is a beginning and one that will grow in importance, whatever emerges as the context and content of a new museum. Working in partnership with the city, there will be many supportive roles the foundation can play in the future of the cultural and educational aspects of the Amador.

Above: *Amador Hotel c. 1890 - NMSU Library, Archives and Special Collections*

HISTORIC STATUS

The Amador Hotel is listed on the New Mexico Register of Cultural Properties (#44, March 21, 1969). The listing was prior to the renovation and expansion by Citizens Bank. The New Mexico State Historic Preservation Officer (SHPO) has previously expressed doubts about the building's eligibility for listing on the National Register of Historic Places due to the significant compromises to its integrity resulting from the 1974 additions. However, after presenting information gained from this study to the SHPO in June of 2009, the office has suggested that the building is worthy of further evaluation of National Register eligibility. Prior to preparing a National Register nomination, the SHPO recommends consultation with the Keeper of the National Register for eligibility guidance. The most likely criteria for a nomination would be A., association with events that have made a significant contribution to the broad patterns of our history; or B., association with the lives of persons significant in our past. The existence of character-defining historic elements could also reinforce a register nomination.

METHOD OF STUDY

This analysis is intended as a preservation guide for the proposed renovation of the building for museum, or other public uses. It is not meant to serve as a detailed historic structure report nor as a preservation plan. Following the acceptance of the conceptual plan for the building's renovation, and a review of the project by the SHPO's office, a more detailed preservation analysis may be appropriate. Primary sources used for the compilation of this analysis are:

1) Field observations made by Steven Kells and Jonathan Craig during a one and one-half day visit to the building in January, 2009.
2) Sanborn insurance maps.
3) Historic photographs.
4) An oral history narrative provided by Martin Amador Campbell, Jr.
5) Conditions Assessment by the Cornerstones Community Partnerships, May 2008.
6) Drawings of renovations and additions for Citizens Bank, 1969, 1974 and undated (assumed to be 1974 or later) provided by Gerald Lundeen Architect.

HISTORIC PRESERVATION

HISTORY OF DEVELOPMENT AND MODIFICATIONS

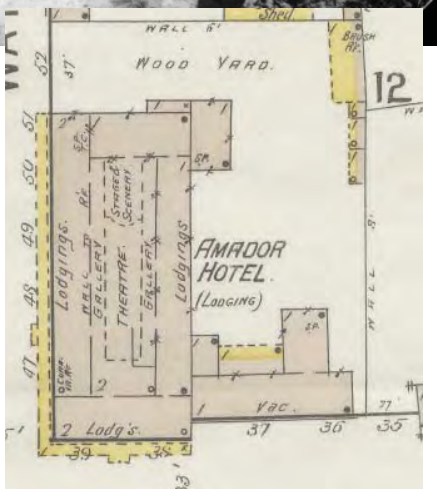
This timeline is based on the following sources listed in descending order of emphasis; 1) Sanborn insurance maps, 2) historic photographs (some dated), 3) written narratives, and 4) field observations. In addition, drawings from the Citizens bank renovations and additions provided information about those modifications and portions of older structures demolished to accommodate them.

Above: *c. 1890*

NMSU Library, Archives and Special Collections #00040222

Below*: Lobby, c.1910*

NMSU Library, Archives and Special Collections #00040225



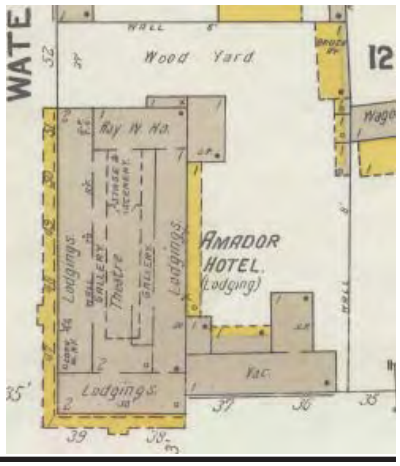
Sanborn Map, 1893

1870s A one floor courtyard structure is built on the northeast corner of Amador and Water Streets. As indicated by thickened walls which are now internal to the building, it may have been built in several phases.

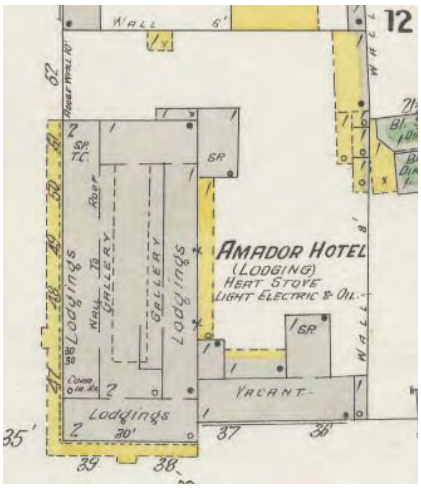
1893 Sanborn By 1893, the second floor is added and the exterior patio is enclosed as a double height "Theatre". A stage is located at the north end of the lobby where the stairway is now. A "gallery" extends all the way around the lobby with a "children's gallery" located beneath the one along the south end of the east side. Exterior porches extend along the second floor on the south (Amador) and west (Water Street) sides. Exterior walls are painted or scored to resemble stone masonry construction, including quoins at the corners. The windows are tall (double-hung) units. The second floor roof line is considerably lower than at present and has a cornice.

1908 Sanborn The stage is no longer in the lobby. Heat is by means of stove and lighting is electric and oil.

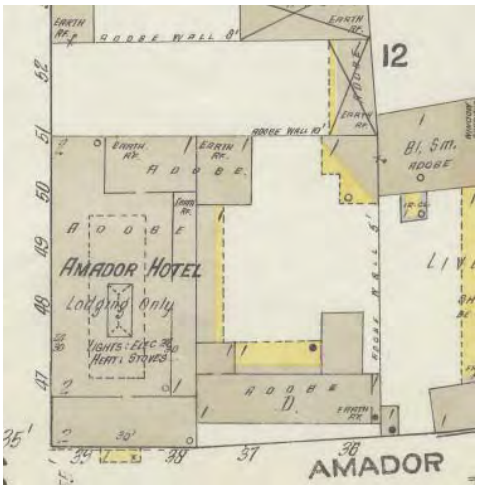
Photo (dated 1910) The existing stairway is built at the north end of the lobby in place of the former stage. First floor rooms opening into the lobby have screen doors. First floor lobby walls have a picture rail and appear to be wallpapered.



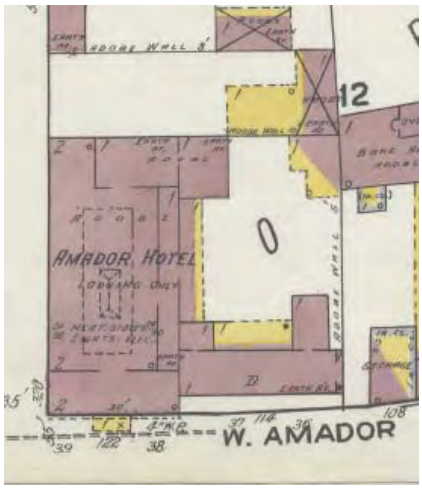
Sanborn Map, 1902



Sanborn Map, 1908



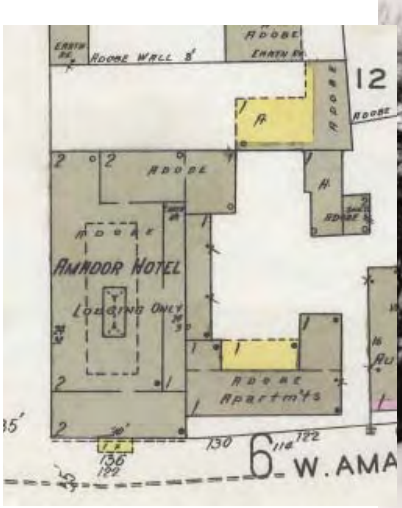
Sanborn Map, 1913



Sanborn Map, 1921

1913 Sanborn The second floor porches are removed, except at the front entry. Photographs show a front entry porch (portico) with paired columns at each corner that were added after 1908. Wider windows with arched heads have been installed on the first floor, but the walls remain painted to resemble masonry. Heating and lighting remain as they were in 1908.

1921–1927 Sanborn maps Second floor rooms (202A, 202B) have been added at the north end of the lobby behind the stairs. These are the two rooms with vigas and plaster coves.



Sanborn Map, 1927

***Above**: Group at south entry, c1910.*

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***Left**: View from 1936*

Courtesy of Martin Campbell Jr.

***Top**: Exterior, early 1950s*

Photographs courtesy of Martin Campbell Jr.

***Middle**: Lobby, late 1940s or early 1950s*

By 1936 (dated photo) Hoods (roofs) are added over the doors on the east wing. Walls are no longer painted to resemble masonry. The parapet is raised, and a bell hung in an arch is added to the center of the south façade. An electric light or neon rooftop sign is added to the east end of the south façade.

By early 1950s A larger neon sign is now centered over the south façade. The columned entry portico is replaced with a Pueblo Revival portal. The exterior walls have rough textured (pebble-dash) stucco.

Mid-Twentieth Century The underside of the lobby mezzanine is painted blue (as it still is above dropped ceilings). Rooms opening off of the first floor lobby still have screen doors.

1970 The building is renovated and expanded to become Citizens Bank. Carpeting is installed throughout over underlayment boards. Walls are furred out with gypsum board in many locations. New mechanical and electrical systems are installed throughout. Dropped lay-in ceilings are installed throughout the first floor, and in rooms 214A, 214B and 214C on the second floor. First floor lobby columns are furred out and capitals are added. Many interior doors are removed or replaced. A number of first floor door openings between the lobby and rooms on west side are widened. The one-floor east wing with outside guest room entries is demolished and is replaced with the current one-floor expansion that contains bank vaults and offices in two phases of construction.

BUILDING FEATURES

EXTERIOR WALL FINISHES

Investigations undertaken by the Cornerstones Community Partnership on the west wall revealed evidence of historic mud and lime plasters beneath the modern stucco finish. The finding of these plasters is consistent with historic photographs. The three-coat cement stucco was applied in 1970. One color coat of acrylic elastomeric stucco has been applied over the cement stucco. Although cement stucco, and acrylic (synthetic) stucco in particular, have the potential for trapping moisture within adobe walls, the investigation by Cornerstones found moisture levels within the west wall to be within acceptable ranges, despite the poor drainage along that side of the building.

INTERIOR WALLS AND CEILINGS

Above the existing lay-in ceilings on the first floor and in the three rooms in the south wing of the second floor much of the original wall finishes and ceilings remain intact. Wallpa-

per is visible in a number of locations, particularly where holes have been cut in the walls for mechanical equipment piping. In other areas (above the dropped ceiling and on the older ceilings) entire sections of wallpaper remain. The paper appears to have been applied directly to the earthen walls in most locations. Subsequently, gypsum plaster was applied on poultry netting over the wallpaper.

The first floor ceilings and those on the front wing of the second floor are fiberboard, either with battens, or they are laid in between wood framing to form coffers. (Except for rooms 121 and possibly 101, all of these ceilings remain intact on the first floor.) Fiberboard was in generally widespread use by the 1920s, but was less used after the mid-twentieth century. The presence of the gypsum wall plaster and fiberboard suggest that the last significant interior remodeling prior to that of the 1970s was during the early 20th Century. A ceiling with painted designs remains largely intact above the dropped ceiling in room 119. The ceiling was hand-painted by Corina Amador, grandmother of Martin Amador Campbell, Jr.

During the 1970 bank renovation, many walls, and particularly those in the lobby were furred out with gypsum board to accommodate wiring. On the second floor's west side, all of the dividing walls between rooms (numbers 203 through 213) are of gypsum board with newer plain bases that abut the older bases on the exterior and mezzanine sides of the rooms, thus suggesting that the walls are either new or were completely re-sheathed. The ceilings in these rooms are also gypsum board. It is not possible to see above these ceilings to determine if earlier ceilings remain intact.

FLOORS

All interior rooms are carpeted – the only notable exception being room 203, which has a relatively new hardwood floor. At areas where the carpet can be lifted, either particle board or plywood underlayment is visible. The underlayment is generally attached with screws to the wood flooring below. The visible flooring is painted tongue and groove pine on wood subflooring. At an opening that was cut beneath the main stairway by Cornerstones an earlier wood floor is visible below the more recent painted pine floor.

***Top**: Existing wallpaper*

***Middle:** Wallpapered ceiling*

WINDOWS

Late 19th Century photographs seem to indicate that the windows during the period were two over two double hung units. Based on historic photographic evidence, the first floor windows were widened and replaced with the existing arch-toped units by 1913. The existing second floor casement windows may have also been installed at the same time, although the opening sizes remained largely unchanged from the earlier windows. Curiously, on the west side of the second floor, each casement is

[1] *Wondrous Fiber-based Wallboards of the Twentieth Century, paper by Carol S. Gould, Kimberly Konrad, and Kathleen Catalano Milley presented at Preserving the Recent Past Conference, 1995.*

***Above**: Room Divider*

divided into eight equal panes, while those on the north and south elevations are comprised of a single large pane with four smaller panes above and below the single pane – a design that is very typical of the early 20th century.

DOORS

There is a wide variety of door types within the building. Many doors appear to have been removed or replaced during the time the building was used by the bank and by the county. On the second floor, all of the louvered doors opening out onto the mezzanine from the guest rooms are recent, while the original doors are missing. The 1970 renovation drawings indicate that the current paired glass-paneled doors into the first-floor offices on the west side of the lobby were installed to replace the solid panel doors and screens.

MISCELLANEOUS FEATURES

In addition to the features discussed above, the following character-defining features remain in whole or in part.

Portal—Dating from the mid-20th century, the Pueblo Revival style portal marks a shift in the hotel's design towards the regional style that was becoming increasingly used in New Mexico, particularly with tourism related destinations. As pointed out in the Cornerstones report, there is considerable decay of the wood in the portal.

Stairway—Built during the first decade of the 20th Century, the stair replaced an earlier stage and is the focal point of the lobby. It appears to be of original construction, with the exception of the spherical finials on the newel posts, which were apparently added in 1970. Also, the paint has been stripped from the railings and newel posts.

Balcony (Mezzanine) Balustrade—The scroll-cut balustrade, dating from the late 19th century remains. However, during the 1970 renovation it was raised to the height of approximately 41" to comply with building code requirements (although this is 1" lower than required). Alternative means for meeting code compliance, if it were to be restored to its original height, are discussed in the code analysis following in this section.

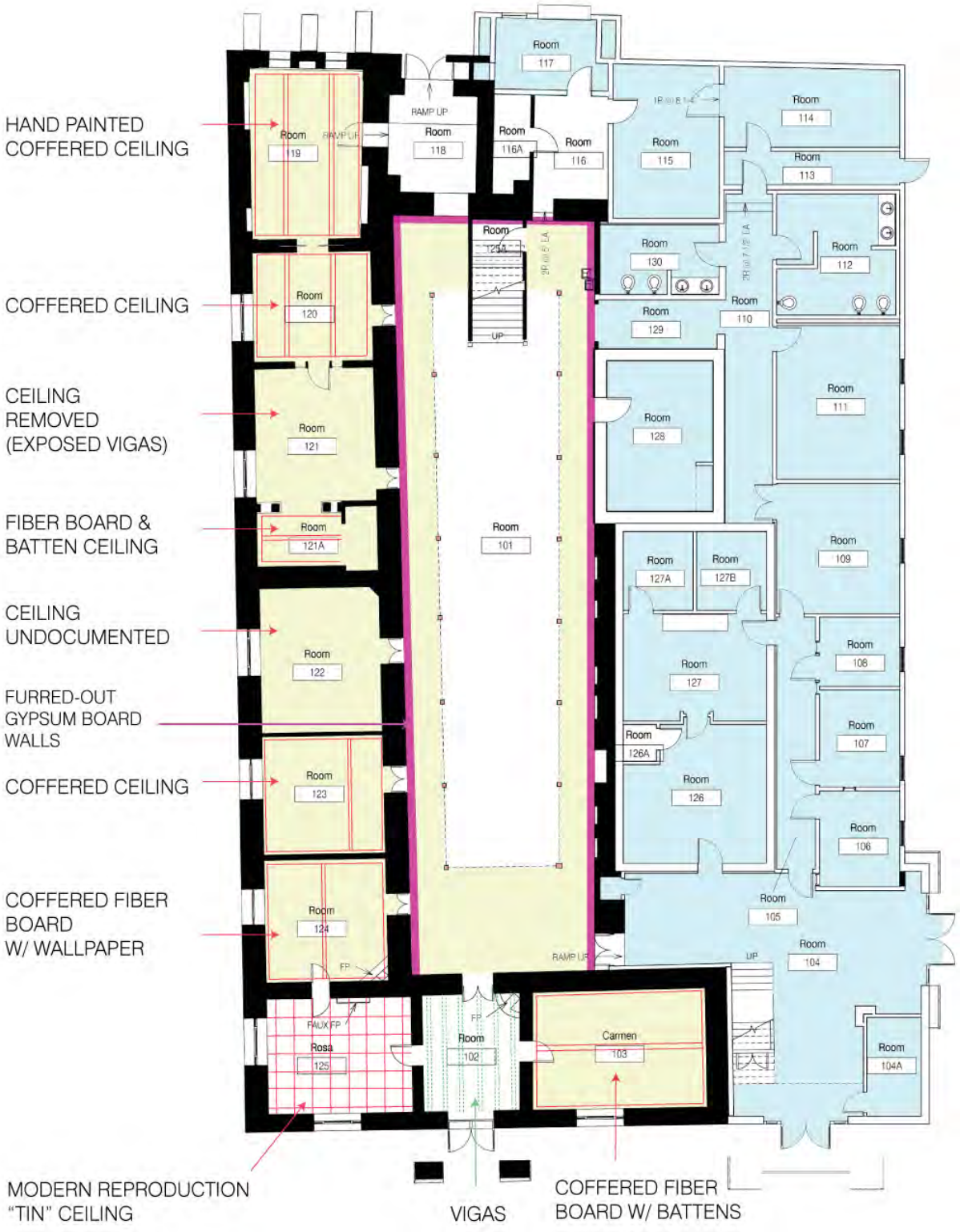
Skylight (Monitor)—At the center of the lobby, a raised rooftop monitor once admitted light to the space as well as providing for passive ventilation of the building by allowing hot air to rise and exit the structure while pulling in cooler outside air. The feature has been removed but the outline of the monitor remains visible within the lobby. Recent beans have been added to reinforce the structure at this location.

Columns—The original wood columns that support the mezzanine and roof remain in place. However, on the first floor they were furred out with in wood trim with base and capital trim to further emphasize their size. The trim can be easily removed to restore the columns to their original appearance.

Room Divider—Paired columns, connected by shelves, form a room divider between rooms 121 and 121A. When the dropped ceiling was installed in these rooms, the trim at the tops of the columns was replicated at the new ceiling height. However, the original trim remains in place above the dropped ceiling.

CONSTRUCTION MATERIALS ANALYSIS

GYPSUM BOARD CEILING
1970 ADDITION
LAY-IN CEILING



FIRST FLOOR

CONSTRUCTION MATERIALS ANALYSIS

SECOND FLOOR

FIELD WORK

Existing conditions at the building have be analyzed and documented. This includes review of existing documentation and field measurements to generate plans, sections and elevations (undertaken with Autodesk's REVIT modeling software), field analysis and discussions with city and county maintenance personnel. Analysis and documentation was undertaken by the staff of Kells + Craig Architects and by Ponce Engineering for the structural evaluation. The mechanical, electrical, and plumbing systems were reviewed by Bridgers and Paxton Consulting Engineers.

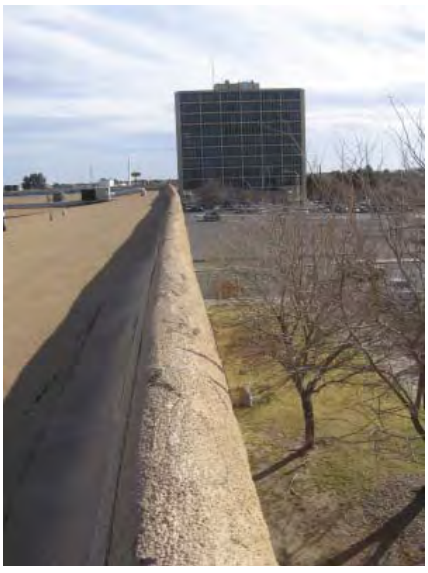
PREVIOUS DOCUMENTATION

The architectural project team undertook measurement of the existing building over a period of two days in December 2008 with a further day follow-up concurrently with the stakeholder interviews in January 2009. The team obtained a copy of the conceptual floor plan prepared by the City of Las Cruces Facilities Department and several drawings from Gerald Lundeen, the architect for renovations in 1969 and 1974. The latter drawings included the original renovation after Citizen's Bank purchased the building, the addition of the drive up bank and the addition of the lobby and offices to the east side of the building. Not all drawing sets have tables of contents and Mr. Lundeen was not sure that all the drawing sets were complete. In addition, there was a site plan for a separate building on the same site that was not constructed. The team also had a copy of the conditions analysis prepared by Cornerstones. This provided valuable information about construction of the original adobe building but did not include measured drawings.

FIELD MEASUREMENT TECHNIQUES & RESULTS

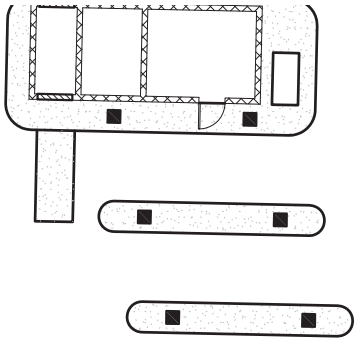
The original adobe building that occupies the west side of the site is extremely irregular in dimensions, both horizontally and vertically. Few walls are parallel to each other and they vary in thickness both along their length and their height. These irregularities have been evened out to some extent by the application of gypsum board on furring installed in renovations since the late 1960s but, where possible, the team tried to ascertain the dimensions of the original structure. Few of the columns in the central hall are plumb and the west exterior wall exhibits significant deformation, bowing out along its length and leaning out of plumb in its height. (See structural analysis). Much valuable information was gained from the drawings from Mr. Lundeen which in many cases appeared to fairly accurately reflect these inconsistent dimensions, as well as documenting some original construction that is no longer visible, or was demolished as part of the renovations. The drawings produced by the team reflect its best assumptions about the building based on the field measurements, the existing drawings and historic photographs. The measurement equipment included tape measures and a digital hand level and dimensions were checked by triangulation where possible, however the accuracy of the documentation is limited by the lack of a consistent datum. For detailed design, we would recommend that key elements of the building be documented by a professional surveyor, both horizontally and vertically using digital surveying equipment.

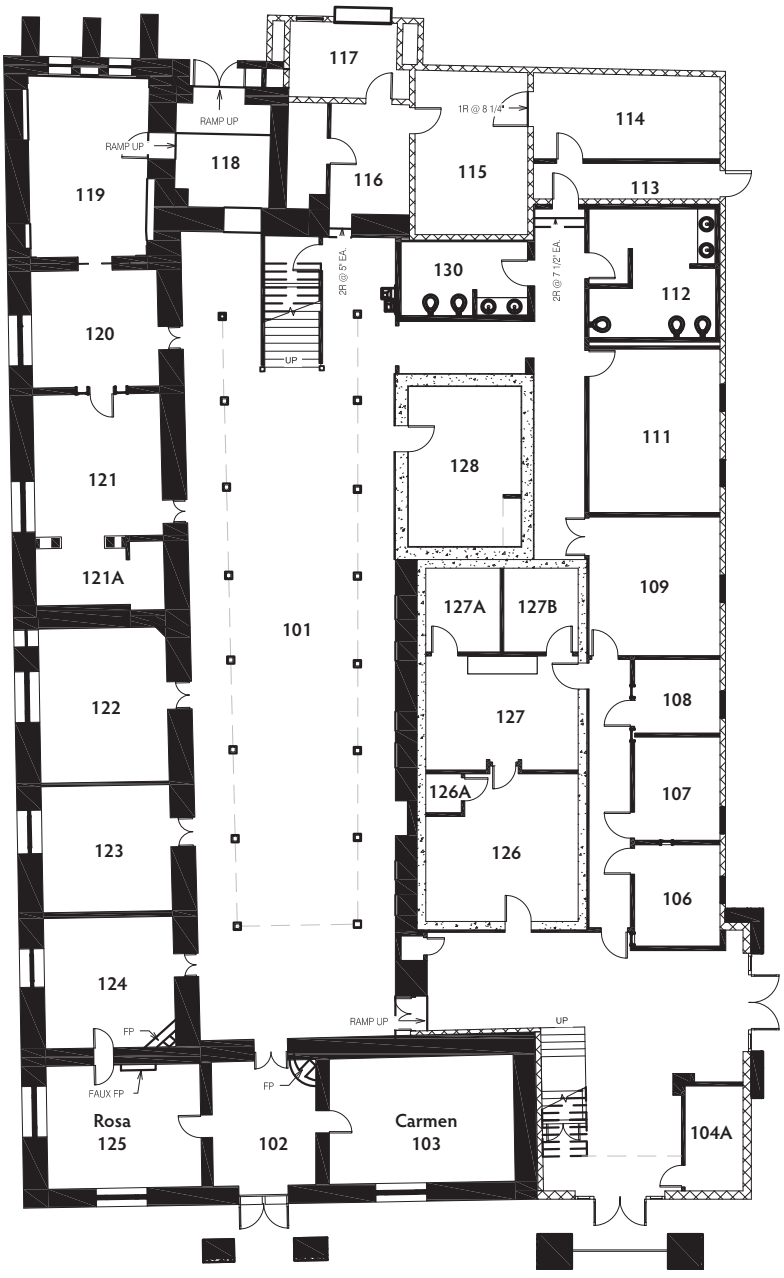
There are numerous level changes throughout the building on both the first and second



Above: *Bow in west building wall at parapet*

EXISTING CONDITIONS



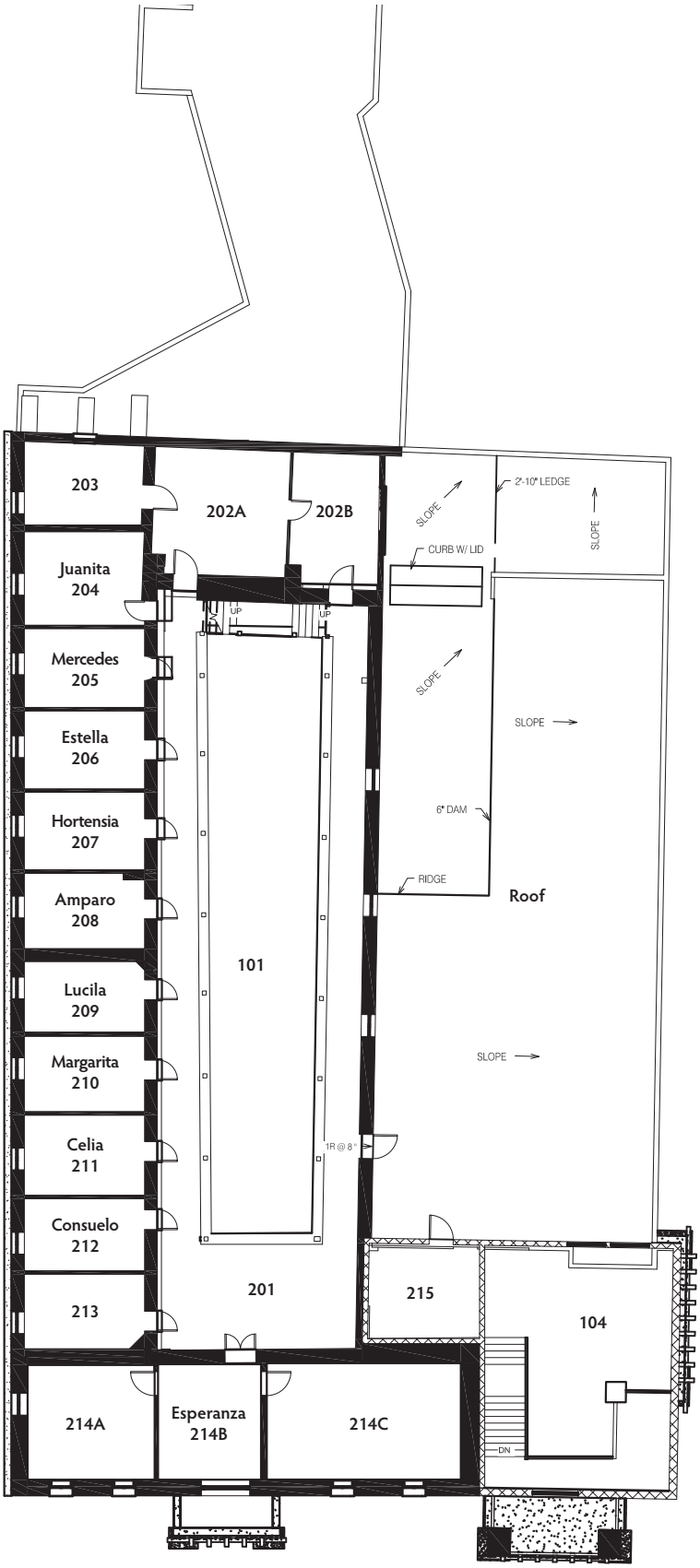


EXISTING FIRST FLOOR PLAN

floors. These vary from steps, ranging in height from 1"-6" ramps that were created to connect dissimilar floor levels and floors that are simply out of level within a space. Most striking are the "balconies" on the second floor around the central hall, which slope several inches from the rooms they access towards the balcony railings. It is possible that these were exterior roofs at one time that were not leveled out when they became interior hallways to access second floor rooms. The slopes are not consistent and there is also a slope in the north-south direction, resulting in differential step heights into the west second floor rooms. These range from single steps of about 2" at the south end to two steps with a total rise of over one foot at the north. The floor level at the first floor north end of the building is below grade by about 9" and access to the north entrance (which is currently boarded up) is by means of a ramp within the "vestibule", the north portion of which, adjacent to the door, is almost 7% slope without handrails. Slopes of over 5%

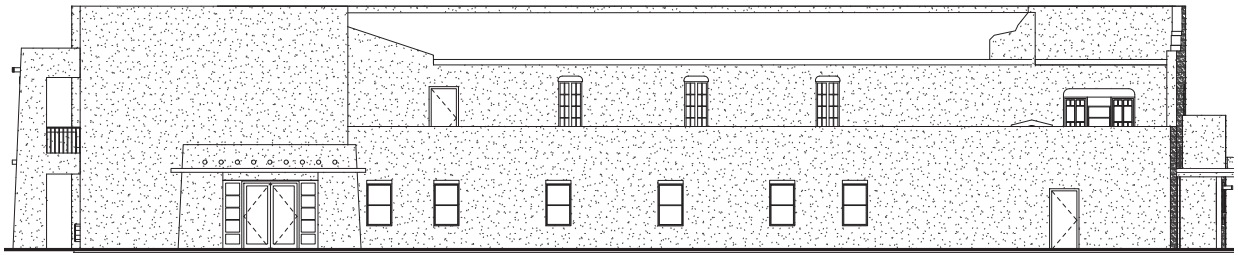
and 6" rise require handrails. The room on the first floor northeast corner (the former dining room) has an approximately 2% slope across it to the southwest corner. Other rooms have areas within them where there are slopes of 2% or more. 2% is the maximum cross-slope accessible to a wheelchair. See further discussion on accessibility issues on page 1.26 and in Section III for the proposed development.

Documentation of the more recent additions to the building was somewhat more straightforward than for the historic portions since they mostly matched the construction drawings, although some dimensions and construction did not. A significant difference exists at the lobby at the southeast corner where the stairs and balcony were reversed in an east-west direction and are of a different design.

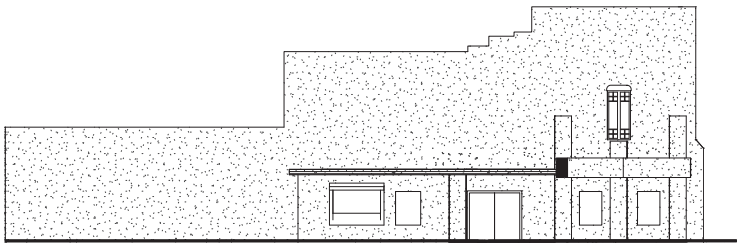


EXISTING SECOND FLOOR PLAN

EXISTING SOUTH ELEVATION



EXISTING EAST ELEVATION



EXISTING NORTH ELEVATION

EXISTING WEST ELEVATION

BUILDING CONSTRUCTION & SYSTEMS

This section provides an overview if the entire building construction. See the previous chapter and the appendix for specific discussion of the building construction relating to historic preservation and the structural analysis respectively. The following descriptions are based on observations and measurement, where these were possible. Due to the extensive remodeling of the historic portions of the building, much of the original construction is not visible. In some cases assumptions have made about the continuity of structure but this will require confirmation. The general construction is illustrated in the building cross-sections following.

It is recommended that prior to development of any detailed remodeling plans further investigations be undertaken through selective, limited removal of finishes and contemporary construction in the historic portion to gather more precise information about both the building's structure and historic finishes. Recommendations for selective demolition in follow-up contracts are included in Section IV of this plan.

HISTORIC BUILDING CONSTRUCTION

General: Based on field observation the team did not see any signs that there are significant structural problems or construction failures at the building, other than normal wear and tear. The most significant area is the west building wall which is bowing out and is out of plumb, as described above. There are no obvious significant structural cracks indicating failure or recent settlement but a realistic evaluation of this wall cannot be made without removal of the stucco to expose the adobe below it. One item of concern is that large amounts of dust (powdered dirt) continued to accumulate where Cornerstones cut away the interior plaster. This could indicate "dead" adobes, which would need to be replaced.

Foundations: The Cornerstones study included limited excavation at the west wall to determine if the adobe walls bear on footings. No footings of any kind were found and the wall appeared to bear directly on the sub-grade. No significant recent settling of the structure is evident (See also the structural report from Ponce Engineering.). The 1969 construction drawings for the original renovation for Citizens Bank include a detail for "Foundation at Ext. Walls" to be used at "damaged portions of west wall and partial north wall". The detail shows underpinning of the existing adobe walls and states to "see plan". The plan sheet in the set from Mr. Lundeen does not show these locations, but it is numbered Sheet 2, so this may have been on the missing Sheet 1. The detail also shows a tile apron at the exterior which is not evident. It appears doubtful that this detail was in fact installed and at best it would have been in limited locations.

Exterior Bearing Walls: Exterior adobe walls support the first and second floors and the roof. As stated in the Historic Preservation section, the original building was constructed in several phases from the 1870s to the late 1920s. More recent additions have replaced some of the historic additions on the east side. The original L-shaped, single story house that occupied the southwest corner of the site has approximately 32" thick adobe walls, including finishes, which probably account for 4"-6"

***Above:** Selective demolition at west exterior wall below window conducted by Cornerstones Community Partnerships. Photograph courtesy of Cornerstones.*

Above: *West building wall*

of thickness. These were continued with the extension to the north. The second story walls are thinner (approximately 18-20", including plaster finishes) and offset with a shelf at the exterior at the west wall. It appears that the north exterior walls are somewhat thinner than the west and south walls. The east wall of the historic structure was at one time entirely exterior. This is now an exterior wall on the 2nd floor only. Portions of the first floor of this wall have been incrementally replaced either with cast-in-place concrete at the bank vaults or openings with lintels. It is also possible that previous openings were blocked up with concrete masonry units. While alterations to this wall are shown on the construction drawings for the 1970s additions the exact extent of the original adobe wall that remains is unclear. The adobe wall can be seen in a closet (off Room 104). Of some concern is the portion of the east wall of the lobby on the first floor at the men's toilet (Room 130), and the hallway to the south of it, where the entire adobe wall appears to have been removed but is continuous at the upper floor. It is unclear what is supporting this, since the wall below it appears to be of 4" stud frame construction.

Interior Bearing Walls, Beams and Columns: Interior bearing walls are also adobe. As noted in the Cornerstones report, the parapets of the original single story structure (at the east walls of the west upstairs rooms) appear to have been "encapsulated" in the bead-board wainscot with the offset to the thinner adobe wall occurring above this. The offset is greater at the north end of the wall than the south (the change occurring at the Room 207). This wall supports the floor of the rooms and the balcony floor as well as the roof structure. Adobe interior walls also occur between rooms 121A and 122 (208 and 209 at 2nd floor) 124 and 101 (213 and 214A at 2nd floor) and each side of room 118. Some of these may have been exterior walls at one time.

The columns supporting the balconies are nominally 6 x 6 with one at the southeast corner of the central lobby which is 7 x 9. The reason for this is unclear, although it does carry more load than intermediate columns but no more than the corresponding column at the southwest corner, which is 6 x 6. The column spacing varies from 9'-6" to 10'-5". The beams between the columns are nominally 6" wide but it is not possible, without removal of the ceiling, to determine their depth. There are several bolts through the beams adjacent to the columns but it is unclear how this connection works. This may also be more evident once the ceiling is removed. The bolts appear to be of an old, square-head type but were likely added since the building's original construction. The beam between the southeast and southwest columns appears to be larger than the others and to have received some reinforcing over time. There is a significant bow in this beam. At the edges of the "faux" skylight new beams have been inserted on beam hangers in an east-west direction. This appears to be the location of the removed roof monitor seen in historic photographs.

Interior Non-Bearing Walls: As stated in the Historic Preservation chapter, interior, non-bearing walls are predominantly wood-frame and plaster or gypsum board. It is not clear which walls (especially at the second floor rooms) are original or have been replaced in recent decades.

1st Floor Structure: The first floor is 2 x 8 joists at 24" o.c. with a board subfloor. This is tongue and grooved. It is not know if this has been covered with particle board or MDF as a subfloor for carpet in recent renovations.

As stated in the Historic Preservation chapter, there is an area at the north end of the lobby, under the stairs, where there appears to be a secondary floor structure below this. The wood joists in some cases appear to be resting on the subgrade. This would not be permissible under the current code, but may be allowed to remain given the building's historic status. When this was viewed, the wood did not appear to be deteriorated, but further investigation will be required.

2nd Floor Structure: The 2nd floor structure is predominantly vigas at approximately 24" o.c. The average diameter of these appears to be about 8". The vigas carry a plank deck. Based on the step-up into the upper story rooms it appears that there is another structure above this, most-likely wood joists and a second wood deck that was constructed on top of the roof of the original single-story structure. If this secondary structure exists it is assumed that it bears on the vigas, although it is possible that it spans between the adobe walls also. The structure of the balconies is 2 x 8 nominal wood joists at 24" o.c., bearing on the adobe wall and a wood beam spanning between the columns.

Above: *Vigas and plank decking above west first floor rooms*

Above: *Balcony column capitals showing bolted connections.*

Roof Structure: The roof framing was viewed above the ceilings in Rooms 214A and 214B and is composed of 2" (nominal) x 10" (actual) wood joists at 28" o.c. with wood plank decking. The deck appears nominally flat so a secondary structure above this must provide the roof slope. It is assumed that this structure extends over other areas of the roof, although these cannot be viewed due to hard ceilings. It is also assumed that the joists are supported by the columns and beams at the Lobby in addition to the interior adobe wall, although there is a significant space between the beam that is visible below the lobby ceiling at the column line and the underside of the main roof deck, which would require a cripple wall above this beam line or a secondary beam. The roof framing at the north end above Rooms 202A and 202B consists of vigas, with plaster coves between them. It is not known if there is a secondary structure above this or what the decking material is.

Exterior Finishes: See the Historic Preservation Chapter and the Cornerstones report for a discussion of the exterior stucco finish.

Interior Finishes: See the Historic Preservation Chapter and the Cornerstones report for a discussion of interior finishes.

Ceilings: See the Historic Preservation Chapter and the Cornerstones report for a discussion of ceiling finishes. The ceiling of the Lobby is modern gypsum board (with a rough texture finish) applied directly to the historic painted 2 x 8 joists with wood plank deck. This deck is not the current roof deck, but may

Above: *Historic coffered ceiling above contemporary lay-in ceiling*

once have been since it is sloped. The slope is, however, the reverse of the roof slope over the east balcony and the slope from the east column line to the east wall of the west upstairs rooms does not match the roof slope. This creates a significant ceiling cavity (see "Roof Structure" above). The old ceiling structure, including the support joists, is thus supporting the current ceiling but it is unclear if any of the roof load is being transferred to this system.

Roof Covering and Drainage: Existing roofing consists of a built-up bituminous system with a granulated cap sheet. The age of the roof is not known but there are several areas of blistering (separation of plies) and the flashings are coming away in some locations. The flashing at the south end of the historic building has been patched with an additional ply of felt indicating a leak at one time at this location. A sagging in the deck was noted near the center of the high west roof. This may correspond to the location of the roof monitor that was removed and may account for the beams that have been added at this location. Pipe penetrations require new flashings. The cap sheet itself is scoured at the low roof on the east side but elsewhere is not significantly degraded. Repairs appear to be feasible for a short term fix. However, if a major renovation of the facility were to occur the complete roofing system should be replaced. Deterioration is most evident at areas with least drainage; above the lobby in the southeast corner; at the north end second-story roof and the east side one-story roof. There is good drainage on the higher roof over the historic structure; however, this drains to the lower roof via gutters and downspouts, exacerbating the drainage issues at this roof.

1960s–80s BUILDING ADDITIONS CONSTRUCTION

Foundations: The additions bear on continuous 12" deep by 24" wide reinforced concrete strip footings which likely met or exceeded the code at the time of construction.

Bearing Walls: Bearing walls are 8" reinforced concrete masonry units, except at the high lobby, where they are 12" wide. Again, they appear to have met or exceeded the code at the time of construction. Exterior walls are stucco directly on the masonry. Exterior walls are noted on the construction drawings as furred out with "Panelera Insulwall", which is a faced polystyrene insulation board product. The facing is gypsum board.

Interior Non-Bearing Walls: Interior walls are wood stud with gypsum board each side.

Roof Structure and Covering: The roof is a composite of 2-1/2" concrete on 26ga steel deck on steel bar joists. Roofing is as described above (under Historic Building), laid over tapered rigid insulation to provide drainage. Slope is about 1/8" per foot over most of the area but ponding is evident. The roof drains to leaderheads and downspouts, except at the high southeast lobby, which has a roof drain.

Ceilings: Ceilings are suspended acoustic tile with 6" fiberglass batt insulation laid on top, except at toilets where they are gypsum board.

STRUCTURAL EVALUATION

A preliminary structural evaluation was undertaken by Ruben Ponce, Ponce Engineering Inc. of El Paso. His report is included as an appendix. Although no significant structural problems were evident a detailed evaluation and analysis of the existing historic structure and the implications for the proposed reuse can only be made with selective removal of finishes to expose underlying load-bearing elements. This should be a priority follow-up task and is described in Section IV, of this plan.

BUILDING MECHANICAL, ELECTRICAL & PLUMBING SYSTEMS

HVAC/Plumbing: Information on the mechanical systems was gathered from the field visits by the architectural team and Patrick Watkins, P.E. of Bridgers and Paxton Consulting Engineers, the construction drawings for the additions, and discussions with both Pat Gomez, City of Las Cruces Facilities Manager, and Armando Cordero, Don Ana County Facilities Manager. The report from Mr. Watkins is included in the appendix of this report.

There are multiple HVAC systems operating in the building. The historic double-height lobby is heated and cooled by a 15-ton fan coil unit in the mechanical room (Room 215) on the second floor located at the southeast of the building and accessed from the east roof. Distribution is through large rectangular ducts in the dropped ceiling space under the south and west balconies at the lobby. This system would need to be completely removed if the lobby is to be returned to its historic appearance and an alternate system found that would not be visually intrusive. See further discussion in Section III.

The majority of spaces on the first floor and some of the south rooms on the second floor are heated and cooled through ducts connected to fan-coil units mounted above ceilings. There are 17 of these shown on the construction drawings. Heating and cooling for these is provided from a 2-pipe change-over system served by a central boiler and chiller in the mechanical room at the north end of the building (Room 115). During the study, a mechanical contractor was replacing the compressors, which are no longer working, and troubleshooting the entire system. The results of this were not available to the Amador study team at the time of this writing. The chiller discharges excess heat to an open ground source water loop through two wells located at the northeast corner of the building in the parking and drive areas (noted as a utility box, northwest of the electric utility box, on the survey in the Appendix). The loop apparently works well and, according to Armando Cordero, the wells were refurbished in 2002. The boiler is functioning satisfactorily. The heating system pumps were recently replaced. The rooms on the second floor at the north end of the building (Rooms 202A, 202B, 203, and 204) are heated and cooled by a package rooftop unit on the roof of Rooms 202A and 202B. Likewise, the second floor rooms at the south end of the building are cooled by a rooftop unit over this area. One room on the second floor west side of the building has a window A/C unit. The remaining rooms have floor-mounted, in-room fan-coil units, fed from the main heating and cooling loops

Much of the plumbing was replaced in 1990 when the county owned the building. Upgrades were also made 8 years ago. Both Mr. Gomez and Mr. Cordero reported that there have been no recent problems with the plumbing. The building does not have an automatic fire sprinkler system.

Electrical: The electrical system was updated when the county occupied the building in the 1990s and the main service was updated in 2004 to 400 amp, 208 volt, 3-phase, along with an upgraded transformer by El Paso Electric. No problems have been reported with the electrical system. Lighting is primarily fluorescent with some incandescent can lights under the balconies and chandeliers in the main lobby.

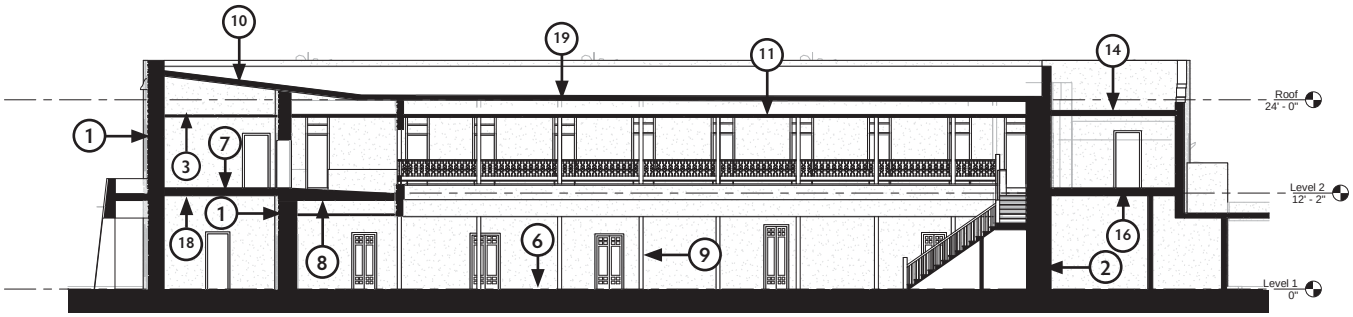
The building is equipped with a fire alarm system which was being reprogrammed during the field visit in January 2009, so was not functional at that time. It is not known if this system meets the requirements of the code for a building undergoing significant renovations.

ENVIRONMENTAL HAZARDS

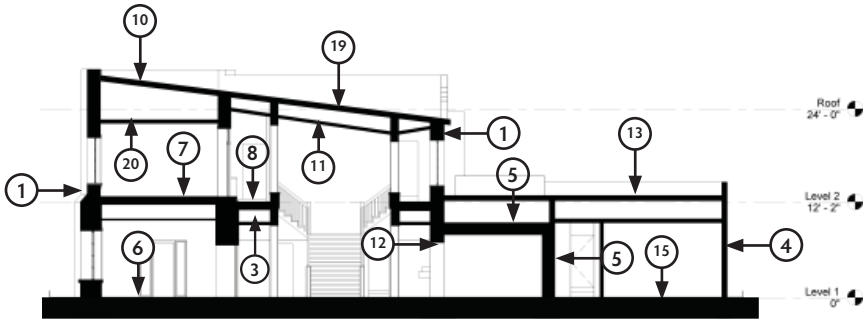
No surveys of hazardous materials, including asbestos-containing materials have been made available to the consultant team and it is not know if any exist. It is recommended that environmental studies be done prior to any detailed design.

***Above:** Mechanical room showing boiler*

BUILDING CONSTRUCTION



EXISTING LONGITUDINAL SECTION



EXISTING CROSS SECTION

LEGEND

1) 2-story cement-plastered, acrylic finished (at exterior) adobe bearing wall w/ interior lime and cement plaster. 1st fl. adobe thickness approximately 28"; 2nd fl. adobe thickness approximately 20".

2) Adobe wall (currently furred out both sides) assumed to be of similar dimensions to typical adobe bearing walls (Note 1).

3) Contemporary suspended acoustic ceiling

4) Concrete masonry unit wall

5) 12" thick CIP concrete vault wall/ceiling

6) MDF/particle bd. (currently carpeted) on wood plank on 2x8 wood framing at 24" o.c.

7) MDF/particle bd. on wd. plank on 2x wood framing (assumed) on wd. plank on 8" diam. load-bearing vigas @ 24" (approx.) o.c.

8) Balcony construction of MDF/particle bd. (assumed) on wd. plank on 2 x 8 @24: o.c. wood framing (originally exposed). (Floor slopes)

9) 6 x 6 (nom) wood columns @ approx. 10' o.c. supporting balcony and roof structure

10) Built-up bituminous granulated cap roofing on wood plank deck on 2 x 10 (nom) wd. roof joists @ 24" o.c.

11) Wood plank ceiling on 2 x 4 (nom.) framing at 24" o.c. (originally exposed) with gypsum board ceiling under

12) Portions of adobe wall replaced with concrete vault wall and possibly CMU

13) Built-up bituminous cap sheet roof on rigid insulation on steel deck on steel bar joists

14) Built-up granulated cap-sheet roofing on wood plank deck on 2x framing (assumed) on structural vigas at 24" (approx.) o.c. with plaster infill ceiling finish between exposed vigas

15) Concrete slab on grade

16) Floor structure unknown

17) Suspended plaster coffered ceiling (original; recreated some rooms, and contemporary acoustic lay-in ceiling below, other rooms)

18) Vigas and latillas (entry hall only)

19) Built-up, granulated cap sheet roof on 2x wood joists (assumed)

20)Suspended gypsum board ceiling

SITE AND UTILITIES

Information on site utilities and site grading and drainage and conclusions about existing conditions and proposals for upgrades to accommodate new construction are based on existing available information, including the work completed by the NMSU students as part of the Cornerstones report. Information on existing utilities has been gathered from visual inspection, drawings from the 1970s additions and discussions with city and county facilities management and public works personnel. Since the submission of the draft report in August 2009, the city surveying section blue-staked utilities on the site. While these locations may not be entirely accurate they appear to be the most complete record that currently exists. Copies of both surveys are included in the Appendix.

A topographic survey was completed by the NMSU students. A topographic survey should be conducted by a registered professional surveyor for any future work on the project. No easements were identified on the city survey but these should be researched as well. The condition and capacities of all utilities should be evaluated with more detailed inspections, such as CCTV scanning of drain lines.

SEWER

The sewer line is shown on the 1969 drawings running partially along the west side of the building. There are connections to it shown from the west side of the building, presumably for fixtures at both the first and second floors that existed at that time but are no longer present. The sewer line for plumbing from the toilets on the east side of the building is shown on the construction drawings for the addition as running north, then west between the main building and the first drive-up aisle and then diagonally to meet the line on the west side of the building.

WATER

As shown on the recent survey and previous construction documents the water meter is at the west side of the building, about half way along its length and is fed from a main in Amador Avenue. The apparent routing of the main water service from this meter is under the floor of the historic structure where it runs to the mechanical room in the northeast corner.

SITE ELECTRICAL

A primary underground loop line feeds the existing transformer from Amador Avenue. This has been verified by El Paso Electric. On the survey a single line is shown about 10' from the west wall of "My Brother's Place". These primaries run to an underground utility box (at the location of a previous transformer) and then west to the 3-phase transformer just south of the northeast corner of the Amador. A secondary line appears to run back east from this utility box to serve "My brother's Place" which is consistent with information obtained from El Paso Electric that the transformer serves both properties. Another line is shown running towards the electrical service at the north wall of The Amador. This is likely the abandoned secondary from the previous transformer location. There is no evidence of a utility easement for these lines in information provided to the study team or independent research of county records. El Paso Electric also had no record of an easement.

COMMUNICATIONS

An underground telephone line is shown on the survey running from Bowman Avenue to the north and turning east, presumably to service "My Brother's Place" It is not known if this also serves The Amador.

There are two underground fiber optic lines shown on the survey approximately 17'-6" from the west wall of "My Brother's Place". One line turns west about 37' from the Amador Avenue property line, presumably to serve The Amador. The other continues north traversing the entire site to Bowman Avenue.

GAS

There are several gas lines shown on the survey; one running along the west side of The Amador, which turns east at the north property line and then north across Bowman Avenue approximately half way along it; and a line that runs parallel to the east property line about 14'

from the west wall of "My Brother's Place" to the existing meter at the east wall west wall of that property. This meter serves The Amador.

SITE TOPOGRAPHY, GRADING AND STORM DRAINAGE

The site slopes from north to south and from east to west at the north end. As noted in the Cornerstones report the paving to the east of the building has flat spots and the drainage problem is exacerbated by roof drainage from both the east addition to The Amador and from "My Brother's Place" Restaurant. There are additional ponding areas at the north parking lot. Runoff that does not make its way to Amador Avenue via the east parking lot appears to pond at the northwest corner of the site before overflowing to Water Street through the driveway curb-cuts.

The floor level at the north end of the historic building is currently a 9"-12" below grade with the grade sloping up between the south and north end of the building. The floor level transition is accomplished with a non-code-complying ramp within the historic building at the north entry and steps at the 1970s addition. The Cornerstones report noted that the sidewalk slopes toward the building on the west side, which combined with the fact that the floor level is below grade poses a significant threat to the adobe wall and could result in flooding of the crawl space.

The topographic survey prepared by NMSU does not include spot elevations of floor levels at existing building entries. These will be required to evaluate accessibility to and from the building by people with disabilities.

The Cornerstones report provided recommendations for drainage. These are discussed in Section III along with additional discussion of drainage requirements for the proposed reuse plan.

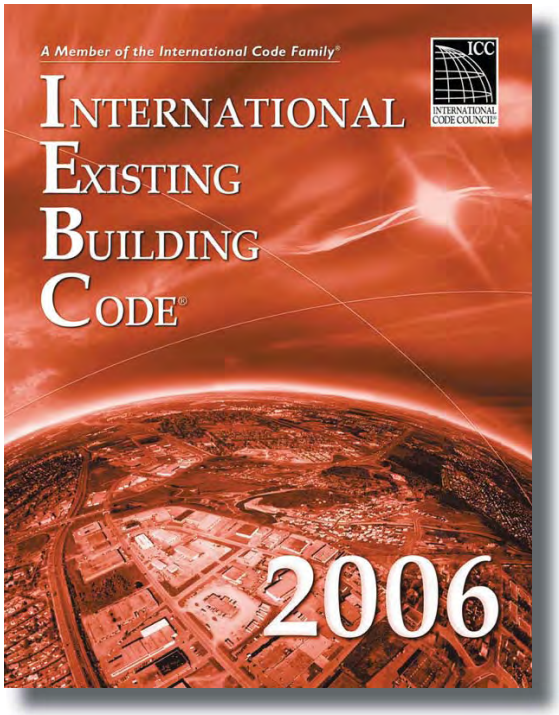
BUILDING CODE ANALYSIS

APPLICABLE CODES

Renovations and additions for reuse of the Amador Hotel will be subject to the following Codes as adopted:

- 2006 New Mexico Commercial Building Code incorporating the 2006 International Building Code (IBC)
- 2006 New Mexico Existing Building Code incorporating the 2006 International Existing Building Code (IEBC)
- 2006 New Mexico Mechanical Code incorporating the 2006 Uniform Mechanical Code (UMC)
- 2006 New Mexico Plumbing Code incorporating the 2006 Uniform Plumbing Code (UPC)
- 2008 New Mexico Electrical Code incorporating the 2008 National Electrical Code (NEC)
- 2006 International Fire Code (IFC)
- 2006 New Mexico Historic Earthen Buildings Code (NMHEBC)

The existing building, if renovated, may also be subject to certain provisions of the International Energy Conservation Code (IECC) adopted by the 2006 New Mexico Energy Conservation Code, although the historic portion is exempted under the New Mexico Historic Earthen Building Code. The IBC incorporates ANSI 117.1, which provides design standards for people with disabilities and these standards generally meet or exceed those of the Americans with Disabilities Act Accessible Guidelines (ADAAG). Conflicts between these codes should be reconciled as part of the design phase. The City of Las Cruces 2001 Zoning Code regulates parking requirements.



The study team has conducted a preliminary review of the above codes to determine potential upgrades that would be required assuming different scenarios for reuse. This analysis is included in the appendix. The analysis includes a general review and a specific analysis for the development proposed in Section III. The currently adopted versions of codes were used, but the 2009 codes are currently under review for adoption by the State. It is anticipated, however, that it could be at least a year before they are adopted. The 2006 code was fully adopted in January, 2008, with mandatory use required July 1, 2008. It should be borne in mind that the 2009 code will likely be adopted by the time renovations start on the Amador Hotel building, which may change certain aspects of this analysis, although significant changes are not anticipated.

METHODOLOGIES

The New Mexico Historic Earthen Buildings Code exempts historic earthen buildings from being required to meet all the requirements of other adopted codes for alterations involving *"changes necessary to return a historic earthen building to a documented or physically evidenced historic condition."* However, it also states that *"Alterations that are not necessary to return a building to a documented historic condition or that involve more than 50 percent of the aggregate area of the building shall comply with the applicable provisions of the New Mexico Existing Building Code.* " Even if no work was done on the second floor (other than possibly removing carpet) the area of alterations would exceed 50% of the floor area thus the alterations must comply with the NMEBC/IEBC. Further the structural provisions of the NMHEBC require the building to comply with those in the NMEBC/IEBC since the proposed new occupancy (assembly) of at least the first floor exceeds 299 and places the building in a higher seismic occupancy category.

The NMEBC/IEBC provides methodologies for assessing existing buildings to determine to what extent they must comply with the current codes, based on the extent of repairs, alterations, additions or changes of occupancy. The code has specific sections addressing historic buildings. There are three compliance methods:

- Prescriptive method
- Work area method and
- Performance method

Generally the prescriptive method is for minor repairs and alterations and cannot be used for changes of occupancy. The work area method is also prescriptive in nature but allows areas of the building to be considered separately depending on the extent of alterations occurring in them. The performance method is generally for more complex projects where formulae and tables are provided to "score" the building for various safety parameters for Fire Safety, Means of Egress and General Safety. The building must reach a certain score in each category to meet the code. However, this requires compliance with the requirements of the IBC for seismic and accessibility, which may be impractical for the Amador.

For the preliminary analysis the Amador building was evaluated using the Work Area Compliance Method. This was used because it was assumed the building would undergo a change of occupancy (as defined by the IBC).

The construction will most likely be considered a Level 3 Alteration because the work area will include more than 50% of the floor area. This requires additional compliance requirements over Levels 1 and 2, which are for more limited alterations.

The analysis is summarized in the "Summary Building Code Analysis" in the appendix, with specific building code section references.

PRELIMINARY FINDINGS AND IMPLICATIONS FOR REUSE AND RENOVATION

The IEBC divides occupancies by hazard from 1 to 4 or 5 for allowable areas, means of egress, and exposure of exterior walls, with 1 being the highest hazard. Analyses were done considering the existing occupancy as a hotel occupancy (R-1) and as a business occupancy (B). Classifying the existing occupancy as a hotel would reduce required upgrades since it is the same hazard category as the proposed A-3 assembly (such as for use as a museum/events center). Prior to determining the preferred use for the building as an events center, museum and restaurant, Kells+ Craig had a preliminary meeting with Chris Archuleta at the Construction Industries Division office in Albuquerque. The question of the building's existing occupancy was discussed. Since a "B", or business occupancy, is in a lower hazard occupancy than a museum/event center, or "A-3" occupancy, the IEBC requires certain upgrades to meet the requirements of the IBC. Classifying the existing occupancy of the building as a hotel (since the building was used as a hotel for the majority of

its existence) was discussed with Mr. Archuleta but he determined that the existing occupancy should be B, or business occupancy, this being the most recent occupancy for the building.

OCCUPANCY/CONSTRUCTION TYPE AND ALLOWABLE AREA:

If the existing occupancy is considered B, then the building will have to meet the current code for allowable heights and areas if the occupancy is changed. Currently it exceeds the allowable area for assembly use for Type V-B construction (that containing unprotected wood). However, installation of an automatic fire sprinkler system would allow the building to meet this requirement. Fire sprinklers will be relatively easy to incorporate into the recent additions. Although there are concealed spaces above most of the historic areas (including the high ceiling of the main lobby) in which sprinkler piping could be installed, careful consideration will need to be given to placement to avoid destruction of historic ceilings. Sidewall sprinklers frequently can be used at these areas.

EGRESS AND LIFE SAFETY

Regardless of the type of change of occupancy, a second exit stair or fire escape will be required from the second floor. Rebuilding the historic stair that was removed from the south end would theoretically accomplish the two goals of providing a second exit and restoring an historic element. Unfortunately the design of the historic stair would not meet current code and making it do so would not be possible at that location without affecting other historic elements. A second exit could be achieved with the addition of a fire escape from the east side roof, which is currently accessed from the east balcony or preferably a new stair could be built within, or in the location of, the southeast lobby that could be accessed from the east balcony.

Travel distances to exits are currently within code and would remain so for the proposed development described in Section III. If the building is equipped with an automatic fire sprinkler system, travel distances can be significantly increased.

In addition, Paragraph 1003.12.1 of the IEBC allows historic buildings that cannot be made to conform to the construction requirements to be deemed in compliance if they are equipped with an automatic sprinkler system.

The existing balcony railing is about an inch lower than required by code. However, under the IEBC historic handrails do not need to meet the code Lowering this railing to its original height would be desirable to restore the historic proportions of the lobby. The original height appears to be about 8" lower (32"-36"). The code official may not permit it to be lowered without providing a supplementary code-compliant guardrail. A supplementary railing could be attached to the face of the columns at 42" which would reduce its visibility from the first floor. An effective, unobtrusive way (possibly with structural glass) to ensure that the maximum opening of 4" between the new and existing railings should be found.

STRUCTURAL LOADING

A change in occupancy requires the building to be brought up to current seismic resistance requirements. Retrofitting unreinforced adobe without continuous foundations for seismic resistance, assuming it is even possible, would require significant alterations that would most likely affect the building's historic character (see discussion in Section III). The IEBC, under Chapter 11, requires the following:

> *"A historic building undergoing repair, alteration, or change of occupancy shall be investigated and evaluated. If it is intended that the building meet the requirements of this chapter, a written report shall be prepared and filed with the code official by a registered design professional when such a report is necessary in the opinion of the code official. Such report shall be in accordance with Chapter 1 and shall identify each required safety feature that is in compliance with this chapter and where compliance with other chapters of these provisions would be damaging to the*

Loading Requirements from 2006 International Building Code	Uniform Loads (psf)	Concentrated loads (lbs)
Assembly areas		
Lobbies	100	
Movable seats	100	
Stages and platforms	125	
Balconies	100	
Office buildings		
Corridors above first floor	80	2000
File and computer rooms shall be designed for heavier loads based on anticipated occupancy		
Lobbies and first-floor corridors	100	2000
Offices	50	2000

contributing historic features. In high seismic zones, a structural evaluation describing, at minimum, a complete load path and other earthquake-resistant features shall be prepared. In addition, the report shall describe each feature that is not in compliance with these provisions and shall demonstrate how the intent of these provisions is complied with in providing an equivalent level of safety."

Given the construction of the Amador, the above report will most likely be required as part of a detailed design phase. In addition, a structural analysis will need to be performed by an engineer to demonstrate that the alterations do not impose an additional base shear of more than 10%. Until these reports are completed, it cannot be known with certainty if the change of occupancy would be granted by the building official, or the nature of the upgrades that would be required. Since this is a public building, any structural upgrades that would impact the historic character of the building will require review and approval by the State Historic Preservation Officer (SHPO) .

The table to the left lists the 2006 IBC live- and dead-loading requirements for different occupancies. Changing from a business floor loading to assembly floor loading will increase superimposed loads more than 10%, which will require upgrading of the structure to current IBC standards (see structural report in appendix). While mixed occupancies without clear structural separations require the entire structure to be upgraded to current seismic design, live- and dead-loading for mixed occupancies follows the requirements for each occupancy, regardless of whether there is a structural separation. It would therefore be highly desirable to classify the new occupancy of the second floor as a Group "B" occupancy (business/office) to avoid upgrades required for increased live- or dead-loads that would be potentially destructive to the historic character of the building. Classifying the second floor as a separated use, Group B occupancy would require a two-hour fire separation between the 2nd floor rooms and the lobby, which would be potentially destructive of the historic character also. Installation of a fire sprinkler system reduces this requirement to a 1-hour separation, which is readily achievable under the IEBC with historic construction. This would provide another reason to install automatic sprinklers.

Given that the first floor construction is on joists, the existing first floor support system would need to be analyzed for its bearing capacity and upgraded as required for the additional loading imposed by an assembly occupancy. This may require installation of additional supports, such as doubled up joists and/or intermediate supports and girders.

The first floor existing joists, where observed at the southwest corner of the building, are not 18" or more from exposed earth, as required by section 2304 of the IBC. Most likely there are also girders that must be a minimum of 12" from exposed earth, however these could not be seen. The IEBC does not state whether joists less than 18" or girders less than 12" from exposed earth must be upgraded in existing buildings. However, if new members are added these must be of naturally durable or preservative-treated wood. Alternatives may include replacing the floor system with slab-on grade (and installing a historically appropriate, wood-plank finish) or encasing the existing joists in concrete as suggested in the structural engineer's report. If the latter is chosen it should be confirmed with the code official as acceptable.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

As discussed on page I.16, the multiple floor levels on the second floor present a challenge to accessibility, even assuming an elevator could be installed. Accessibility is required to primary function spaces. Public access areas, would be considered primary function spaces. Elevator access could be provided in the southeast lobby and connected to the east balcony in the same way as for the egress stair. This is the solution proposed in Section III of this plan. Installing an elevator within the historic structure, or as an addition to it, may be difficult without impacting the historic integrity, although it could possibly be added to the north exterior wall, which has already been significantly compromised. While leveling out non-compliant slopes at the balconies may be achievable, providing wheelchair access to all the west 2nd floor rooms in a way that would not compromise the character of the spaces, does not seem feasible. The code does allow for relief if it is "technically infeasible" to "conform to the requirements to the maximum extent technically feasible". Alternatively, using these spaces for non-primary functions, such as offices, would exempt them from the need to comply. Chris Archuleta, at CID, suggested that the Code Official could exempt the 2nd floor from the requirement for wheelchair access.

Appendix B to the IEBC allows alternative means for providing accessibility through "operational controls" provided that the Appendix is "specifically referenced in the adopting ordinance". Unfortunately the New Mexico Building Code, which is the adopting ordinance, does not appear to specifically reference this Appendix. This is another item to be discussed with the Building Official. The Americans With Disabilities Act Accessibility Guidelines (ADAAG) does allow for alternative program accessibility that provides people with disabilities an equivalent experience or access to equivalent services in accessible areas

Other accessibility requirements, such as door widths and accessible entrances and exits, that would apply to the first floor rooms, if these were to be primary function areas, appear to be achievable.

FINDINGS & FEEDBACK

INTERIM REPORT FINDINGS & FEEDBACK

The findings from the discovery and data-gathering tasks (which have been expanded upon for this final report) were compiled into an interim report on March 30, 2009, which was submitted to the City of Las Cruces and the Amador Museum Foundation for review. An interim report at this phase was not originally anticipated but an interim approval was sought by the consultant team because information gathered at stakeholder interviews indicated that a change in the direction of the study was needed. Specifically, many interviewees indicated that they did not support the entire building being dedicated to a history museum, although this was seen as a necessary component of any reuse.

Following a meeting with city representatives and the Amador Museum Foundation on April 8, 2009, the consultant team was directed to organize visioning workshops to gather ideas about possible alternative or complementary uses for the building, after which design options could be developed for review.

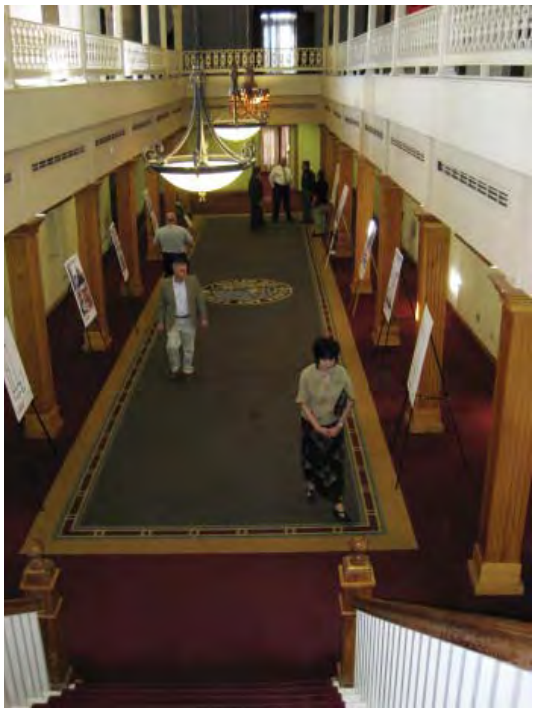
Above: *Amador building from the southeast*

II.

THE VISIONING WORKSHOP

The Visioning Workshop was conducted April 22, 2009, by Andrew Merriell of Andrew Merriell & Associates assisted by Jonathan Craig of Kells + Craig Architects. The workshop began with a tour of the Amador building, then reconvened at the Rio Grande Theater for a morning session (on the theater stage) and afternoon session (in the theater boardroom). The purpose of the workshop was to explore options for uses for the Amador building, as the work of the Discovery Phase had indicated that a general history museum might not be the appropriate solution. The pages that follow summarize the sense of the workshop.

The workshops used index cards to ask participants to write their answers to various questions. The first workshop focused on Downtown development and community needs in general. The second workshop focused on the future of the Amador building.



Tour by workshop participants of The Amador with boards displaying historic photographs

WORKSHOP ISSUE: PROJECT SUCCESS/ FAILURE

Initially, the consulting team wanted to know what the group felt were the characteristics of development projects that make for success or failure.

Q: "What has been the best development in downtown and what made it good?"

A: The Rio Grande Theater restoration and reopening of part of Main. (most common)

Other responses heard:

- Respecting the best of our history
- Anchoring the community and preserving its spirit
- Enjoying community support
- Making places where people want to be and feel safe
- Developments that are good for business

Q: "What has been the worst development in downtown and what made it bad?"

A: Main street mall, destruction of historic landmarks. (most common)

Other responses heard:

- Ignoring the historic fabric of the community
- Lack of understanding of how cities mature, failure to learn from the examples of others
- Destroying community anchors and landmarks
- Creating a sense of abandonment and despair

VISIONING WORKSHOP

Visioning workshop at the Rio Grande Theater

Workshop Participants:

Bonnie Hosie
George Hackler
Lori Grumet
Pat Beckett
Jamie Fletcher
Ken Mompellier
Larry Braxton
Will Ticknor
Heather Pollard
Chuck Murrell
Bernadette Valdes
Deborah Dennis
Beverly Chávez Floyd
Anna Emerick-Biad
Terriane Everhart
Richelle Ponder
Stephanie Long

- Developments that are bad for business

WORKSHOP ISSUE: COMMUNITY NEEDS

Next, we wanted to know what the workshop group felt were the most pressing needs in the downtown area.

Q: "What does the downtown neighborhood need most?"

A: Most common answers:

- A reinvigorated nightlife (dining, entertainment, music, clubs)
- Places where people want to be at all hours
- A thriving cultural center: museums, theaters, galleries, retail
- Places for families and children
- A critical mass of services and service-oriented businesses

WORKSHOP ISSUE: VALUE INHERENT IN THE AMADOR FACILITY

Next, we wanted to know what the workshop group felt was the principal value of the Amador building; the principal reasons it should be preserved.

Q: "What is the Amador's most valuable treasure?"

A: Most common answers:

- The memories it holds of the people that lived, dined, and worked there
- The cultural bridge it built between the Hispanic and Anglo communities
- Its staying power through several different reinventions
- Its ability to link old and new
- Its heritage as a respected local business
- The history it represents

WORKSHOP ISSUE: NATURE OF THE NEXT LIFE OF THE BUILDING

Next, we wanted to know what the workshop group wanted for the next life of the Amador building.

Q: "What should happen at the NEW Amador?"

A: We heard (most common answers):

- Old memories restored and preserved, new memories made
- Locals gathering, enjoying the ambiance and each other's company (learn, relax, meet, celebrate, grow)
- Visitors getting a sense of the history the building represents
- Visitors feeling a connection to the community, its past, present and future
- A source of community pride

Visioning workshop at the Rio Grande Theater

WORKSHOP ISSUE: POTENTIAL ROLES FOR THE AMADOR

We brainstormed potential roles for the building, and then asked the workshop participants to indicate their first, second, and third preferences among the roles on the brainstorming list.

A first preference was worth three points, a second preference was worth two points, and a third preference was worth one point.

Roles getting at least one vote and their scores:

Answer	Score
A special events space that can be booked for weddings and other celebrations	24
A themed boutique hotel, restaurant, and bar	20
A "kaleidoscope" of several attraction types:	8
A general museum of Mesilla Valley history	6
Officing space for a number of cultural non-profit organizations	4
A "story museum" of local family history	3
A living history museum	3
A children's museum	2
A temporary exhibition space	2
A media arts museum	2

Roles getting at least one first preference vote and their scores:

Answer	Score
A special events space that can be booked for weddings and other celebrations	5 first choices
A themed boutique hotel, restaurant, and bar	4 first choices
A "kaleidoscope" of several attraction types	2 first choices
A general museum of Mesilla Valley history	2 first choices

SENSE OF THE WORKSHOP

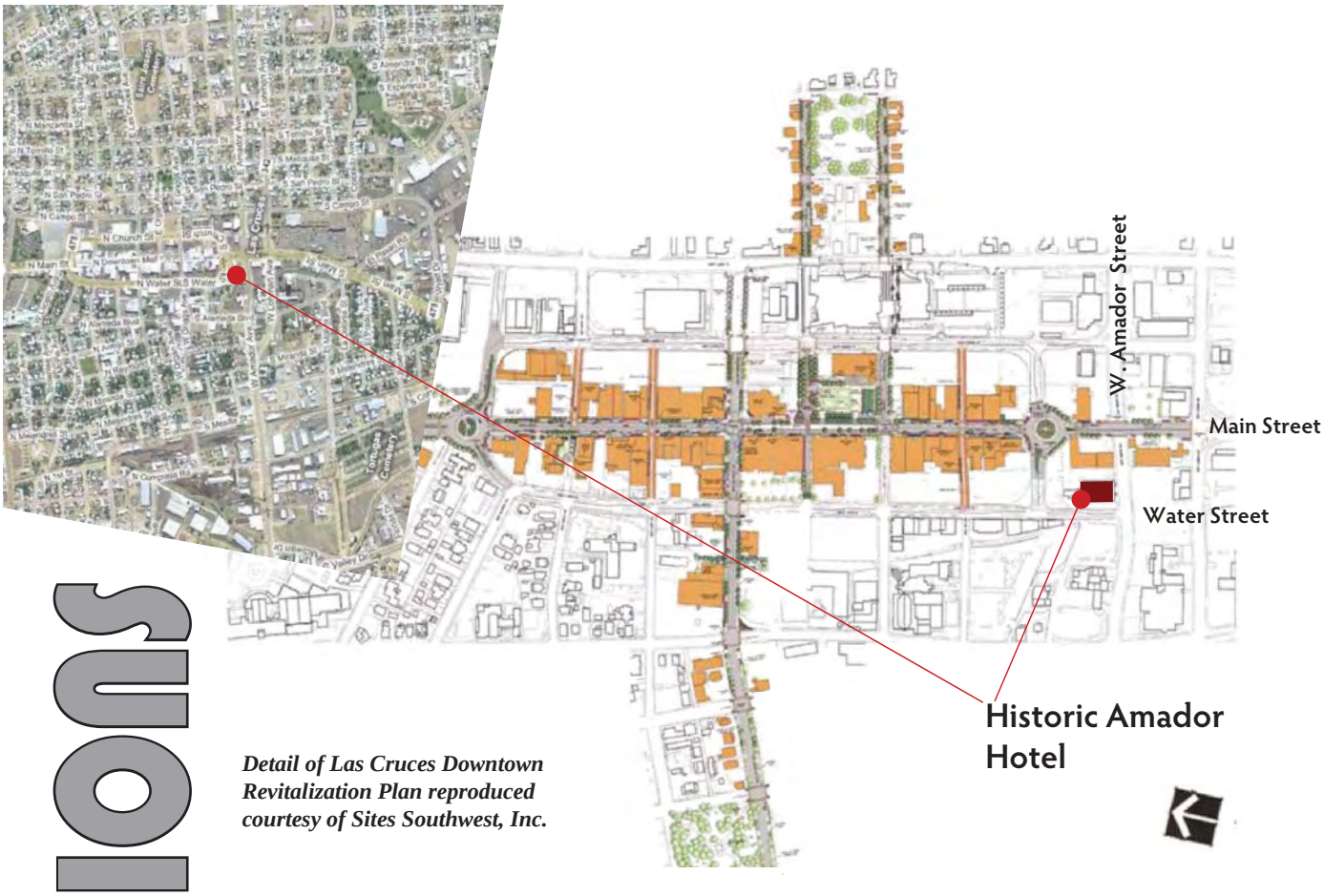
The Amador needs to be more than a museum. For certain, it should be partly a museum, or at least contain exhibits and/or experiences that have as their focus the building itself, the history it has seen, and the people that have passed through its doors.

But its vitality will depend on it also serving a role as a special social event and gathering place. It will be important for it to offer amenities (food, drink, socializing) that will make people want to gather there and enjoy life with others.

If feasible and possible, it should retain some kind of identity as a lodging—a boutique hotel, bed and breakfast, or rooming house.

Visioning workshop at the Rio Grande Theater

DESIGN OPTIONS



Detail of Las Cruces Downtown Revitalization Plan reproduced courtesy of Sites Southwest, Inc.

Following the visioning workshop, Kells + Craig Architects developed three conceptual design proposals for different combinations of uses based on the feedback obtained through the visioning workshops.

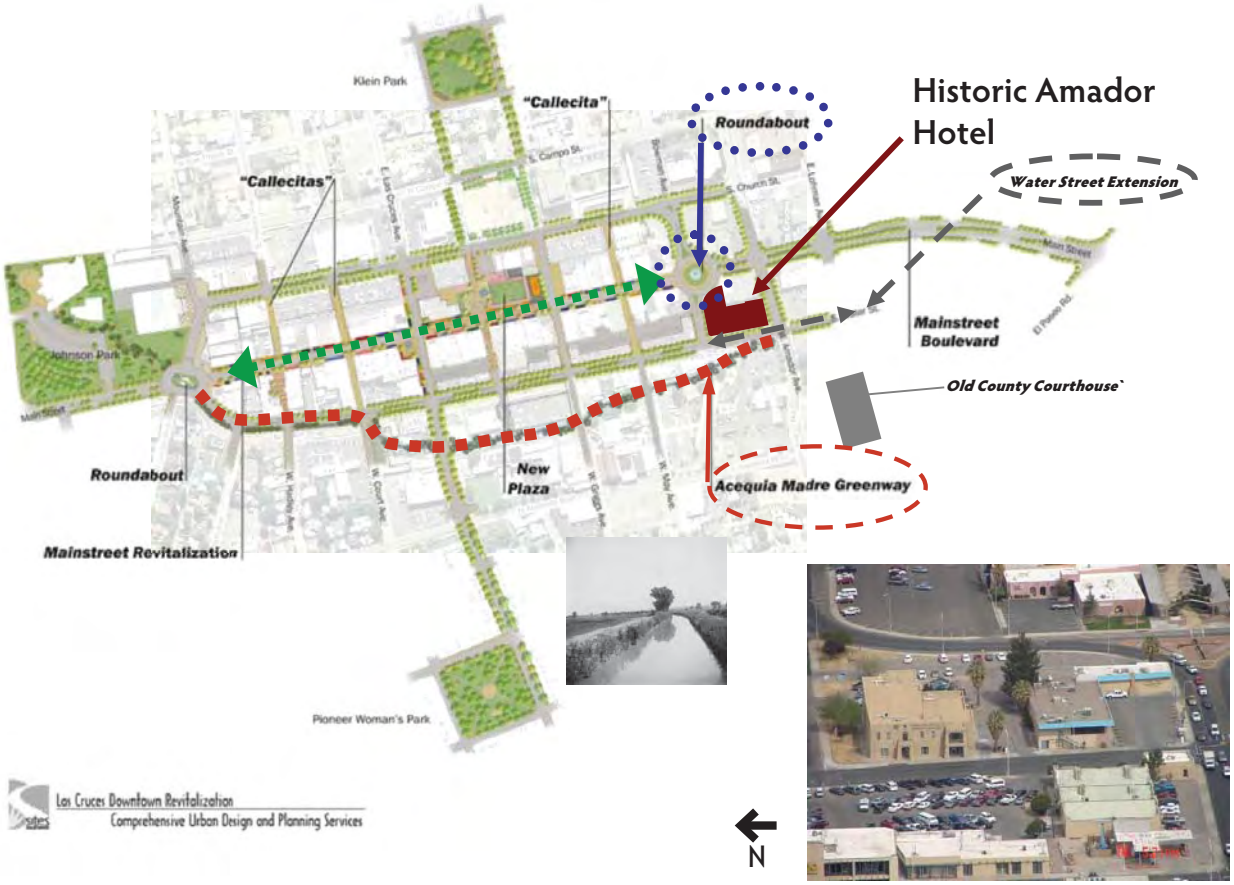
The urban design context for the options was studied for the ways in which the project could tie into surrounding development including the Downtown Revitalization Plan. The following pages include the context plans and design options as presented at the Town Hall meetings held June 2nd and 3rd, 2009.

1) **Option One** included a gallery space for a museum exhibition on the Amador Hotel and Amador family, event space with a patio area, a gift shop, and a service area including catering facilities. The second floor would be office space for local non-profits.

1) **Option Two** revolved around the development of a 19-room boutique hotel with a café and bar area, a patio available for dining, services areas, gallery space for a museum exhibition, and a gift shop. Hotel rooms would be on the first and second floors.

2) **Option Three** emphasized an event space and a café and bar with the necessary service areas, a patio for dining and receptions, gallery space for a museum exhibit, a gift shop, and office space for non-profits on the second floor.

For each option, the museum was intended to tell the story of the Amador Hotel and the Amador family without committing to a full-scale museum. Options 1 and 3 used rooms on the first floor not used for the exhibit as meeting /ancillary spaces for events in the main lobby. All options proposed demolition of the 2-story former bank lobby at the southeast corner to restore the south facade to its appearance when it was a hotel.


Historic Amador Hotel
"Callecita"
"Callecitas"
Roundabout
Water Street Extension
Mainstreet Boulevard
Old County Courthouse`
Roundabout
New Plaza
Acequia Madre Greenway
Mainstreet Revitalization
Klein Park
Johnson Park
Pioneer Woman's Park
Las Cruces Downtown Revitalization
Comprehensive Urban Design and Planning Services
N

My Brother's Place
Amador
Acequia Madre Greenway
Old Courthouse
Pedestrian Connections
Proposed 2-Way Traffic
Proposed Park/Streetscape
Las Cruces Downtown Revitalization
Comprehensive Urban Design and Planning Services
N

View from northeast

View from southwest

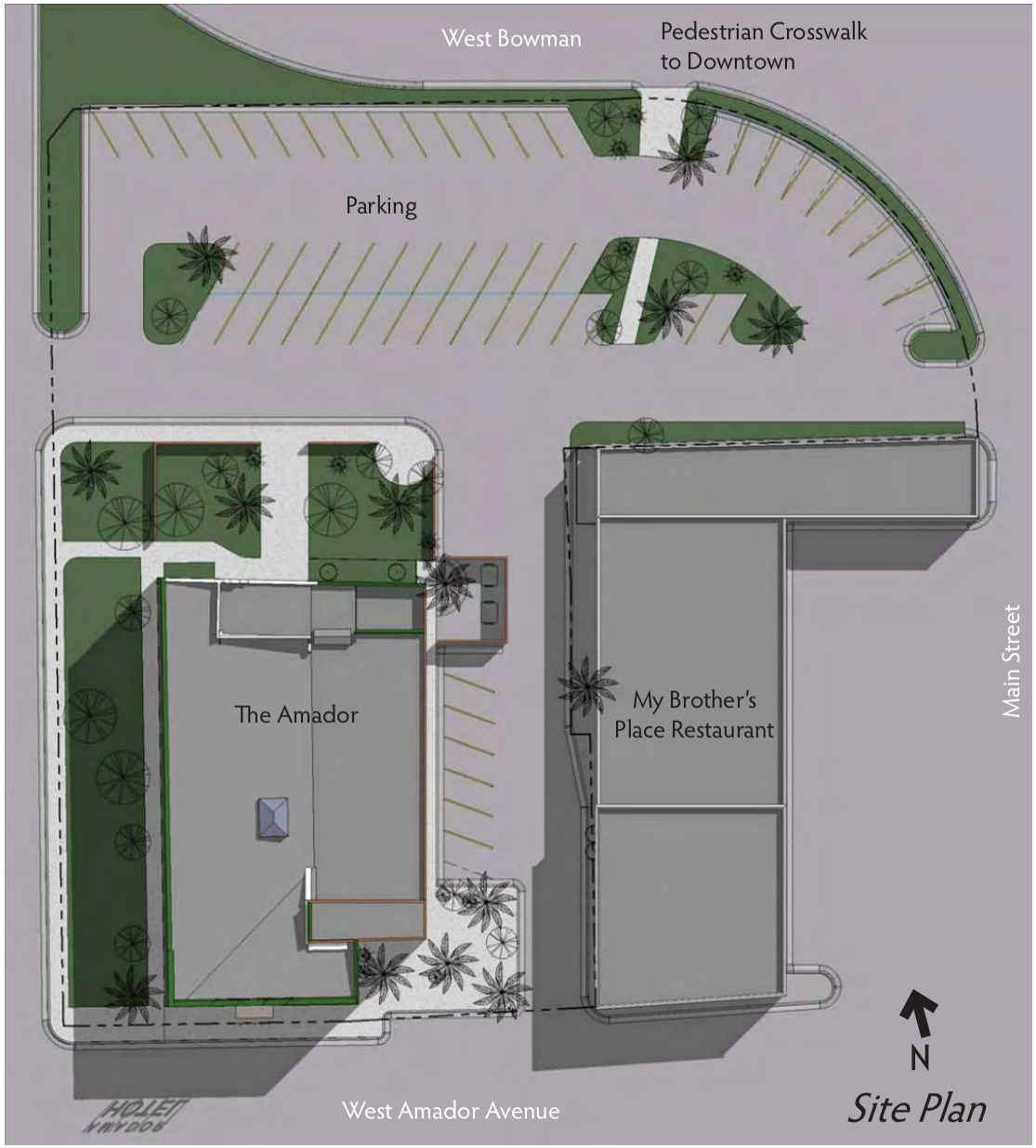
View from southeast

View from northeast

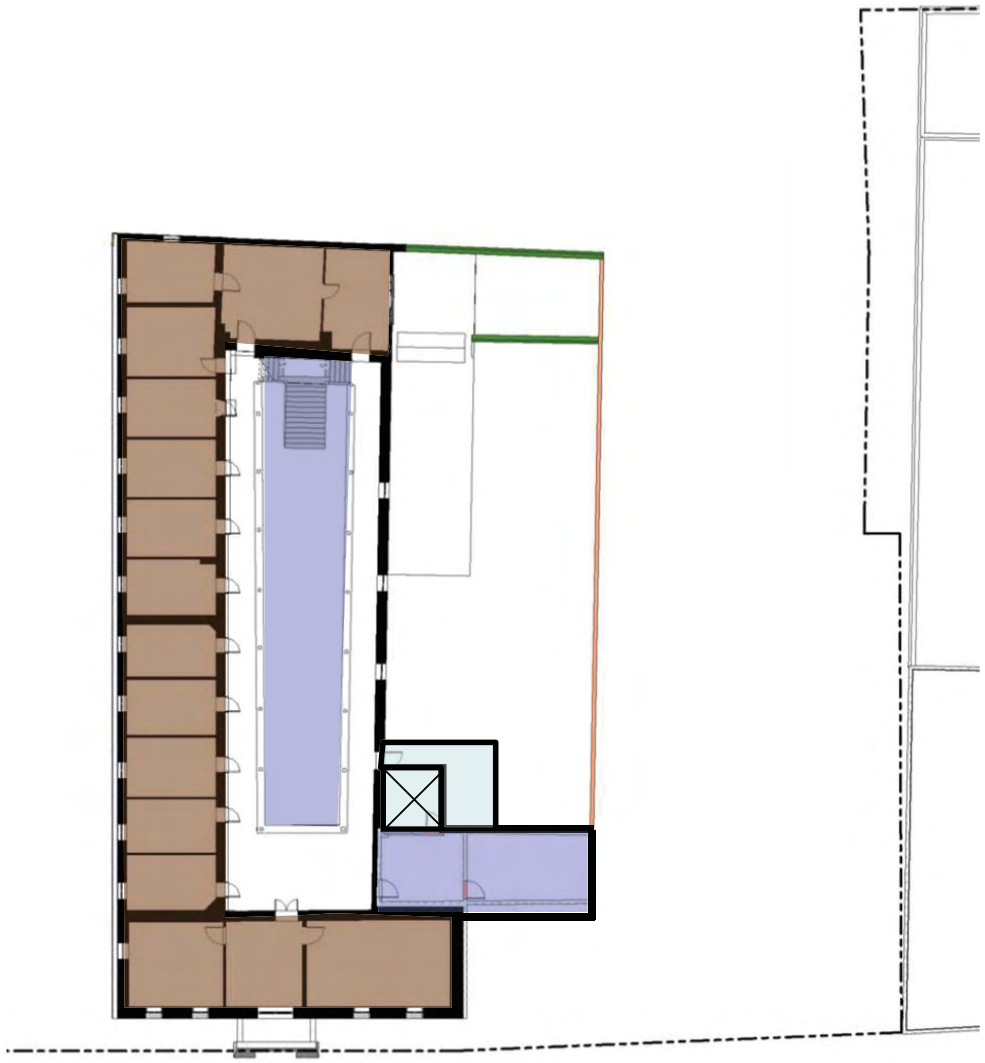
Option 1

Exhibits and Events

- *55 parking spaces*
- *Pedestrian Connection to Main Street*
- *Patio on North Side*
- *New entry at SE corner*
- *Restoration of Original Façade / Demolition of 2-story Bank Lobby*



Option 1
Exhibits and Events
Landscape/Patio Area
Exhibit Space
Event Space
Service Space
Gift Shop
Ground Floor Plan
N



Option 1

Exhibits and Events

- Event Space (below)
- Non-Profit Offices
- Service Space

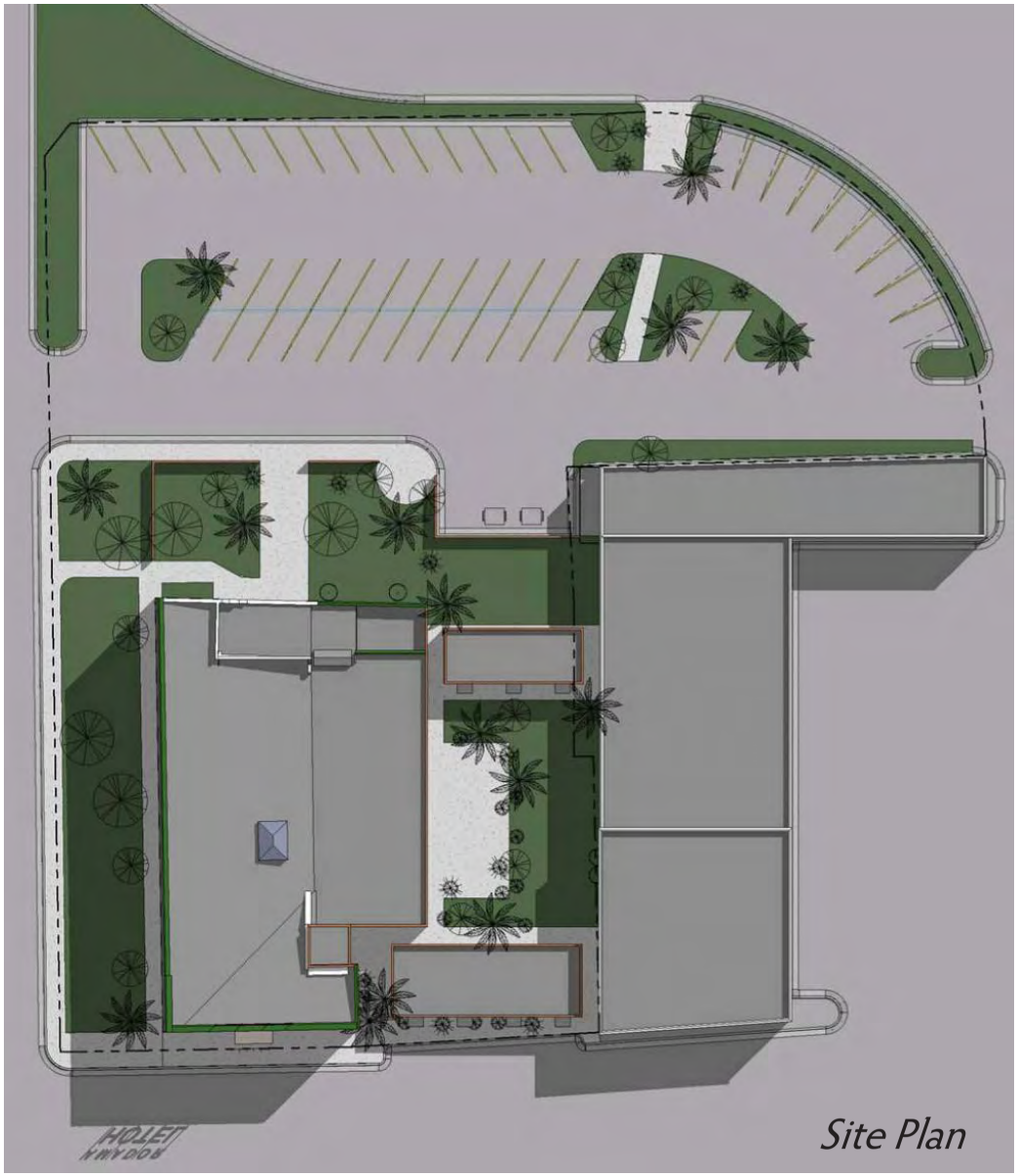
Second Floor Plan

Option 2 – *Hotel and Cafe*

Option 2

Hotel and Restaurant

- *19 Hotel Rooms (12 Historic, 7 New)*
- *East Side Dining Patio*
- *48 parking spaces*
- *Establish 2-Way traffic on Water St.*
- *Restoration of Original Façade / Demolition of 2-story Bank Lobby*

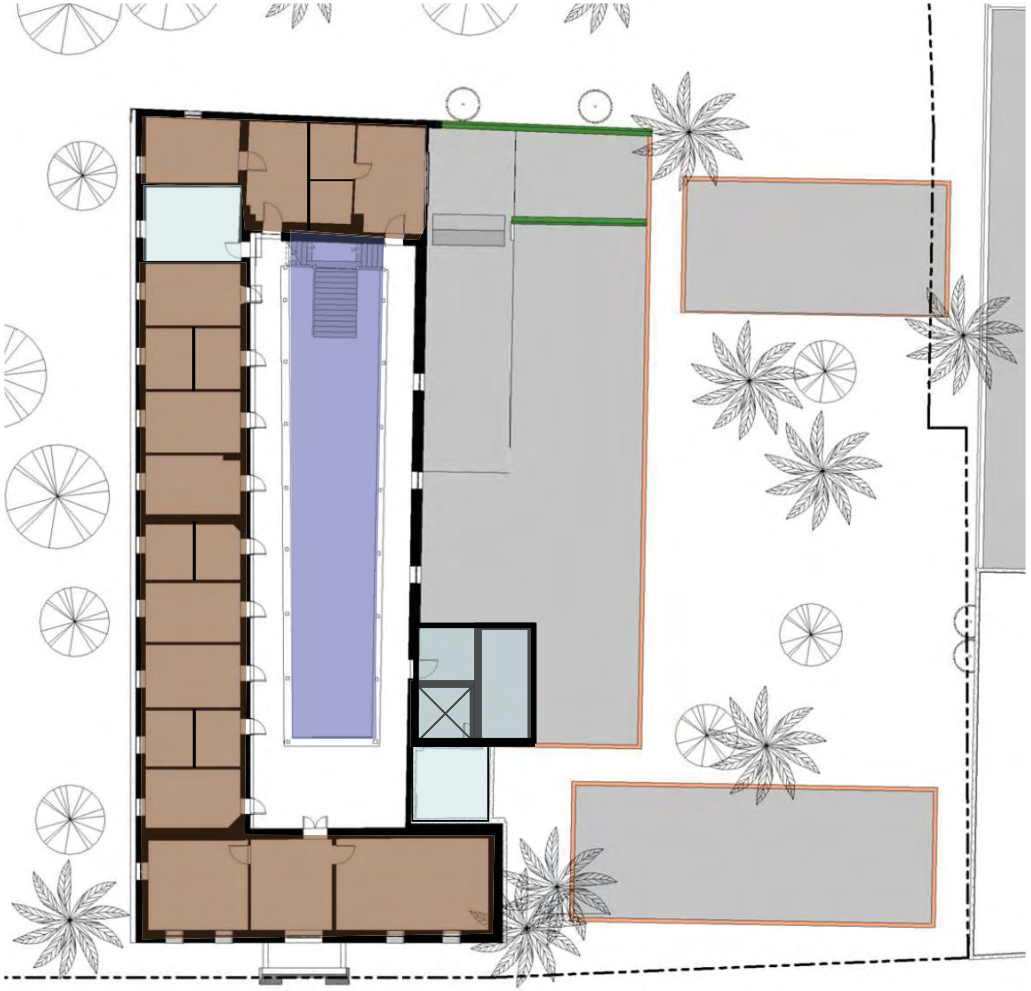


Option 2

Hotel and Café

- Landscape/Patio Area
- Exhibit Space
- Café / Bar
- Hotel Lobby/Reception
- Hotel Rooms
- Gift Shop
- Service Area
- Kitchen / Service Area

Ground Floor Plan



Option 2

Hotel and Cafe

- Hotel Lobby (below)
- Hotel Rooms
- Service Area

Second Floor Plan

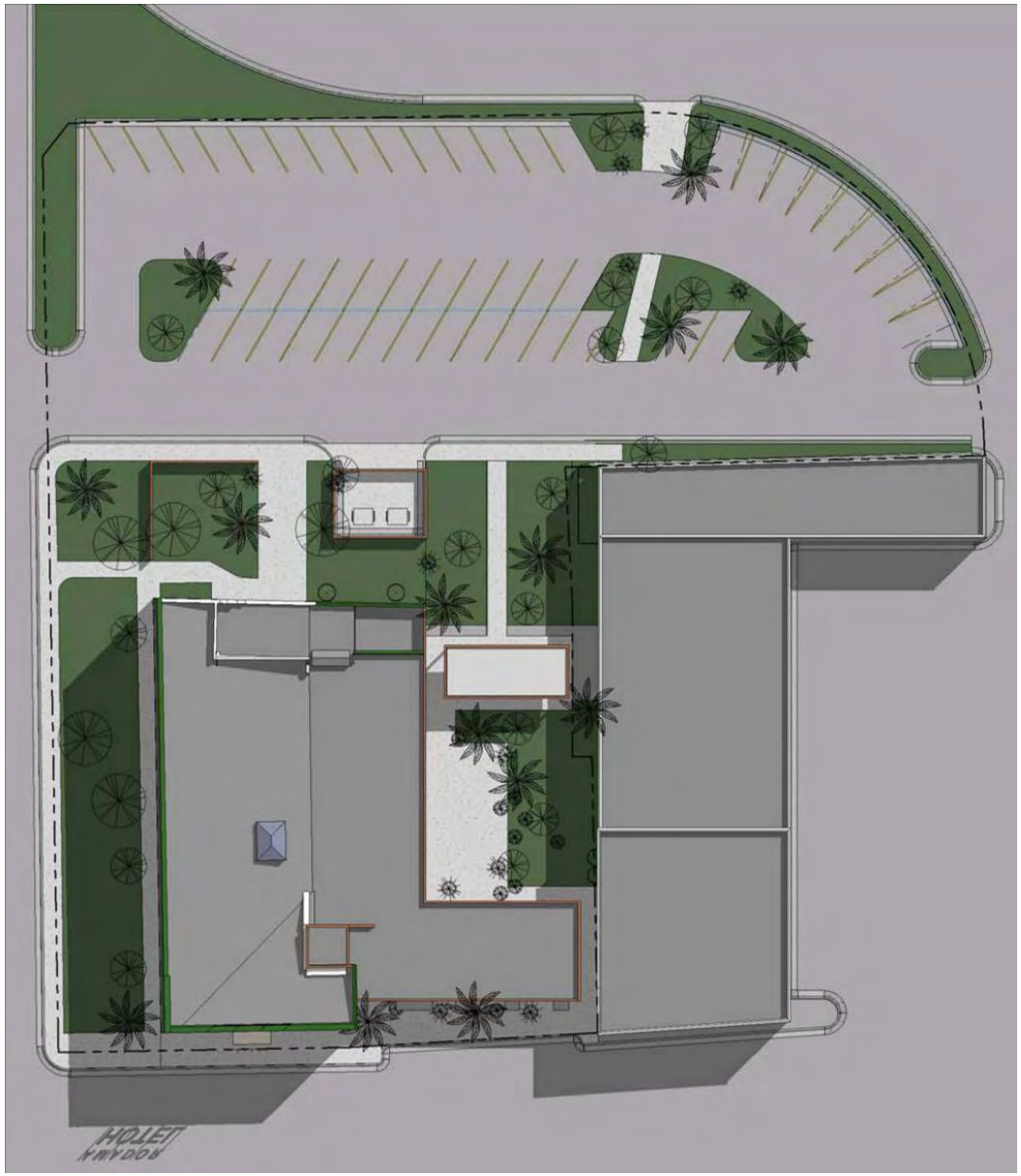
Option 3

Events and Restaurant

Option 3

Events and Restaurant

- *Restaurant / Bar Addition*
- *East Side Dining Patio*
- *48 parking spaces*
- *Establish 2-Way traffic on Water St.*
- *Restoration of Original Façade / Demolition of 2-story Bank Lobby*



Option 3

Events and Restaurant

- Landscape/Patio Area
- Exhibit Space
- Restaurant/ Bar
- Event Space
- Kitchen / Service Area
- Gift Shop
- Service Area

Ground Floor Plan

Option 3

Events and Restaurant

- Event Space (below)
- Non-Profit Offices
- Service Area

Second Floor Plan

TOWN HALL MEETINGS

DESIGN OPTIONS

In keeping with the City of Las Cruces practice of offering local citizens the opportunity to comment on significant city issues, two Town Hall Meetings (June 2 and June 3) were held to hear citizen's opinions on the future role of the Amador Hotel. The consultants reported on the results of stakeholder interviews and visioning workshops previously mentioned, and presented three options for the future of the Amador, based on the opinions of those interviewed for the project and the Visioning Workshops.

Town Hall meeting

WHAT WE HEARD AT THE TOWN MEETINGS

Approximately 40 people attended the Town Hall Meetings and participated in lively discussions on the future of the Amador. Attendees were split on whether the city should develop the Amador into a boutique hotel with a restaurant, or into an event space with a restaurant; both options would include a museum and gift shop. Many expressed the opinion that the city needed a "good hotel in downtown." While they spoke of the recent renovation of the Alameda House as a lodging house, they saw the Amador as another ingredient in the revitalization of downtown.

Some felt that the timing was unfavorable to building a hotel, since the future of downtown was unclear, and suggested that maybe the Amador should be renovated in phases. Others encouraged participants to think of downtown in three to five years, which would be the downtown the Amador would serve. "Downtown Las Cruces is changing, it is being rebuilt," was the consensus of most participants. "We should think about how the Amador will serve the downtown of the future, and how it will fit into the city's long-range plan."

Others suggested that people were forgetting that downtown Las Cruces "doesn't have a hotel." "We've just scratched the surface of revitalization," said one individual. Participants spoke of the courthouse and city hall occupants entertaining out-of-town guests and that "our hotels are on the outskirts of the city. We could make the Amador a landmark hotel for the city. We're missing that element in downtown."

Those who supported the concept of developing a restaurant and event center in the Amador emphasized how a café would "bring life to downtown." Many people saw an after-hours restaurant as a top priority for downtown Las Cruces. One person offered the comment, "When I have people visit from out-of-town, we always go to La Posta for the historic atmosphere, why couldn't we go to the Amador? How great would that be?" Said another, "I'd really like to see it as a hotel and restaurant, a high-end hotel and restaurant with nice artifacts from its heyday as part of the décor. We could have some of the artifacts from the Citizens Bank. It would be a living, working hotel, but part of its décor would be artifacts from the old hotel."

People talked about the new Amador as the "perfect place for a wedding reception or rehearsal dinner," a "place for corporate functions," and for "family gatherings." It won't be "just any old event space," it will be one of the most historic places in Las Cruces was the opinion of most participants.

In referring to the museum, the consultants talked about incorporating media and artifacts into the exhibition so that it becomes an experience, a happening that will add more excitement to the facility whether its a hotel, a restaurant, or an event venue. Whatever the reason that brings people to the Amador, their visit becomes more memorable and downtown becomes more of a destination.

Some participants questioned what happened to the concept of a history museum saying, "This project started out as a museum. What changed? Why are we all of a sudden talking about hotels and restaurants? Why couldn't it still be a museum?" According to the consultants, "We came here in January understanding we were going to create a history museum. It was the people we talked to who said 'save the Amador, but it doesn't necessarily have to be a history museum.' We didn't make that change, the people we talked to did that. We thought there would be universal excitement for a history museum, but that's not what we heard in our interviews and workshops. We couldn't just move forward if we didn't hear that. The Amador Museum Foundation was very involved with this process. They set forth the idea for the history museum. So we worked with them on that basis."

Members of the foundation board expressed concerns as to the viability of a city owned building being used for a hotel or an event center. They questioned whether the Amador would be in direct competition with the convention center and the Farm and Ranch Museum, and would the city "support the convention center or the Amador?" Having met with city officials about that very issue, the consultants responded that the city officials saw no conflict between the convention center and an event center at the Amador. To the contrary, they saw the Amador as an asset for the city, a part of the "meeting matrix." Some people indicated that the city has more demand for meeting space then they have places to offer, even with the new convention center.

It is suggested that the city continue to own the Amador building and lease it to a concessionaire or, as a city owned building, it could be managed under the auspices of the convention center, and booked through the convention center. "If you're looking for a special place with a historic feel, you have a perfect place in the Amador," said a participant. "Its unique, it's not going to challenge the convention center."

Several of those attending the Town Hall meetings worked in the hotel, restaurant and tourist industry and commented on the options rec-

Town Hall meeting

ommended by the consultants. The owner of a Las Cruces catering service said that there is a very viable market for a medium sized event facility in Las Cruces. "Although we have some fine venues in Las Cruces, we can use more. To have a facility with that style and historical character would be a huge asset. There are a lot of groups that would like to keep their meetings in the downtown area, and a new Amador would help ensure that."

An architect remarked that, "The museum piece is important to this project. It celebrates the community and helps others understand what the building means to this city and its citizens." Commenting on the other aspects of a new Amador, he reminded participants that the museum and event center alone would be operative only at certain times; the event center and restaurant would have more life; but that the hotel would have life 24/7. However, it was pointed out that while a boutique hotel would attract cultural tourism, it would need a public-private partnership to make it happen. In the end, the event center and restaurant appeared to be the most doable financially.

The cost of the project appeared to weigh on members of the foundation board as well. Some fully support the idea of a hotel and/or restaurant and event center, however others thought that from a financial point of view, "there's no way you're going to get a bank to finance a hotel at this time. The city owns the property, it won't be owned by an entrepreneur who can finance it." Some expressed the

Town Hall meeting

idea that the same would be true for a restaurant saying, "There are restaurants downtown, some barely successful. The new federal building will help. There are no national hotels or restaurants downtown, they go out to where the people are." Most people agreed that whatever the option the project would be difficult to finance. "The money has to come from the people in this room and the legislature," said a local businessman.

The head of the Las Cruces Downtown Partnership pointed out how they look for the opportunity to "create catalytic projects," and cited examples of new successes in downtown. People were reminded that over 4,000 people are employed downtown, and another 13,000 are either employed or live within five minutes of downtown. "They're all looking for opportunities to shop and play and a place to bring visitors. Many go to Mesilla. We need more special places in downtown."

Finally, a member of the foundation board reminded participants that, "We've been working on this project for four years. Some of us want a hotel, some are against a hotel, but we will reach a consensus. We're asking the community to reach a consensus with us. We are hoping the community will support this. We haven't heard from anyone who doesn't support adaptive reuse of the building. Once we come to that consensus, we count on Las Cruces to get behind us and help us with this project. This is going to be challenging and we will need the full support of the city and the community."

Index cards were distributed to participants at each Town Hall Meeting to rank their preferences for each option. The total numbers of first place votes for each option were as follows:

Option	*Total first place votes*
Option 1: Events Center	5
Option 2: Hotel/Café	11
Option 3: Events Restaurant	15

While Option 3 was the highest ranked overall, and was favored at the first meeting, Option 2 was favored at the second meeting.

LAS CRUCES BUSINESS-MEN & WOMEN

The consultants interviewed several local businessmen and women as to the best way to preserve and rehabilitate the Amador Hotel, asking many of the same questions posed to civic leaders and foundation board members. There was one additional element to these conversations—they were able to share with the business leaders three potential scenarios for the new Amador. The following reflects their opinions about the future of the Amador Hotel and its impact on the future of downtown Las Cruces.

Interviewees spoke of the negative impact the loss of Saint Genevieve Church and urban renewal had on the citizens of Las Cruces. The preservation and eventual public use of the Amador Hotel—one of historic two buildings that survived the urban renewal of the sixties—is "vitally important" to the community. Said one, "Our history has been so demolished not to save and renovate the Amador would be a crime."

The courthouse and Amador Hotel are seen as the "last vestiges of the old downtown." Urban renewal took basically most of the "heart of downtown—the retail space, the theaters, the businesses that drew people into downtown have been gone for sometime." Bringing the Amador back means a lot to people in the community. The opportunity for adaptive reuse is "enormous," and would be an essential part of the "catalytic projects that bring an 18/6 kind of life to downtown."

When asked to consider the future use of the Amador building, people emphasized the importance of looking at the Amador based on what lies ahead for downtown. "The impact of the Amador needs to be planned for based on what downtown will be in two or three years when Las Cruces will be a much more energetic and vibrant city," said a business owner. With the opening of Main Street and renewal of the Amador, people emphasized that downtown will become an active and vital place. Whether the Amador building becomes a hotel and restaurant or a restaurant and event center, it will be a significant anchor to a redeveloped downtown.

THE AMADOR OF THE FUTURE

As mentioned previously, the consultants shared with interviewees three different scenarios on the future role of the Amador in the life of the community. Two options—that of the hotel and restaurant, and the event space and restaurant—received equal support from business leaders. Following is a summary of their comments and reflections.

AMADOR MUSEUM

Everyone liked the idea of a small museum as an integral part of the Amador experience, commenting that the "museum exhibition celebrates the different parts of our history." Some mentioned how the museum component retains a connection to the building and to the people who built and operated the hotel. They observed that the exhibition will probably see more people than if it stood alone. "You have recognized that in today's market we probably don't have enough to create a full-fledge museum, but we can and should provide an orientation to the Amador Hotel and the Amador and Campbell families" said one individual.

AMADOR EVENT CENTER

Everyone agreed on the importance of restoring the building for public use, as a "gathering place for the community." Event places are tough to come by in Las Cruces was the consensus of those interviewed. "We have no good event spaces downtown. There is a real need for more intimate spaces for "weddings, family gatherings, and small corporate events."

Most people agreed that an Amador Event Center would be a good use of the building. While there are other event spaces in downtown Las Cruces, such as the Rio Grande Theater, Branigan Cultural Center, the Black Box Theater, and the Placita now under construction, "there is still the need for small, intimate event and meeting spaces." "It's the type of space that if you wanted to do this right now to raise a little money you could be catering smaller events," said a business owner.

FUNDING INTERVIEWS

AMADOR HOTEL

Combining the idea of a hotel with the idea to have downtown "alive 18 hours a day," has been at the top of the Downtown Partnership's business recruitment list for some time. According to its representatives, "We need restaurants that are open in the evening, establishments that are available to the public beyond 8 to 5." They consider a boutique hotel an essential ingredient to the revitalization of downtown.

According to others, the combination of a small boutique hotel in the Amador building, one that celebrates its heritage, has a restaurant and patio that plays to Las Cruces' weather, along with an area for events is a "terrific idea." "We have no hotels downtown. If the Amador housed a hotel, tourists would stay there because it's historical. We need small boutique hotels downtown, and we need more than one."

From a business standpoint, those in favor of a hotel and restaurant felt that it would bring in more tourism, more high-dollar tourism, because it's not going to be cheap to "stay in one of those rooms. It's going to be like the La Fonda in Santa Fe, which is a high dollar, high-end historical hotel," said a business leader.

While some business leaders celebrated the idea of a boutique hotel, others were concerned as to the viability of the hotel as a business venture. "Whatever direction the project takes it has to have a very stable financial footing," according to some, " because if it doesn't provide for ongoing income then another group will be saying in 10 to 20 years 'what do we do with the old Amador Hotel?"

Observed another, "How high-end of a hotel would it be, and would it be right for Las Cruces? It would seem to me that it would have to be a pretty high-end hotel to make money."

RESTAURANT

The events and restaurant option looked to be the most viable. Businesswomen emphasized the importance of having "the right restaurant with right pricing and the right menu." All agreed that price-points need to be carefully considered no matter the restaurant and event space.

OFFICE SPACE

Office space for non-profits was considered a good use of the rooms on the second floor. What was a concern to some was whether the non-profits would need office space or program space. If the primary purpose of the agency was to care for children and families and was in need of program space then it was determine accessibility would be an issue.

COMMUNITY SUPPORT

When business leaders were asked how best to fund the renovation of the Amador, they responded saying that the Amador is like downtown and downtown is for everybody, its not just for people in the neighborhoods or within the business community. The new Amador should be for everybody for all Las Crucens and the whole community should support it.

The redevelopment of downtown and the renovation of the Amador will bring tourists to the city, and will bring local citizens back to downtown. With a vibrant downtown the city will add to its income. It is believed that cultural and heritage tourism travelers, and regular tourists will stay longer and spend more, if downtown is a lively and livable place.

Several businessmen expressed the opinion that the redevelopment of downtown and the renovation of the Amador are jumping off points in bringing more investment to downtown.

The character of downtown will change. There will be more young professionals, more lawyers, and more investments. Some interviewees remarked that they are talking to their business colleagues encouraging them to buy property and invest in downtown believing the opportunity is now. "There is a lot of excitement regarding the growth of this city, and a hotel and a couple of good quality restaurants will bring more people here," said a business owner.

PUBLIC/PRIVATE PARTNERSHIP

Business leaders were encouraged with the concept that the Amador would remain a property of the city, but managed through a public/private partnership. Having the private

investor not have to buy the property, but able to work with the city to restore the building is a "huge plus." Said one individual "public/private partnership has an incredible history in downtown revitalization. You don't want the public to manage the Amador because the public doesn't run projects like this very well. The private sector doesn't want to buy the property because they can't afford the purchase cost in this environment."

"I think the renovation of the Amador Hotel would be a developer's dream," remarked another business owner. "The hotel, the cafe, even the public spaces could be leased out." This should be a public/private partnership, including a partnership with the foundation who would operate the museum and gift shop. If the city owns the property and leases it to a developer, the city saves the building and people know it's safe. That will speak volumes to the citizens.

From these and other comments, it was clear that the business community would support the redevelopment of the Amador. They recognized the importance of the Amador not as competition, but as an enhancement to downtown development. "I think the business community would be very happy to see the city put it out for somebody to run as a business," commented one individual.

PRIVATE SUPPORT

When asked if the Amador was something the neighborhoods could get behind, people pointed to the Mesquite District as being supportive of downtown revitalization. The Alameda Depot District was said to be a little harder to organize, but the new Alameda District initiative would certainly help. As in the past, the two neighborhoods would come together to support the Amador. "This was the place residents from these two neighborhoods came together to meet, to eat, and to visit. It can happen again."

When asked if the Amador was something the business leaders would support financially, the question was answered this way. "The list of supporters is shorter in this economy. There's been some great fund raising going on in Las Cruces. Hospice just finished a $6 million campaign, but that was for hospice and they had the right people on the committee. There was a campaign for the art center, but finding the people who can write a check for $100,000 is getting smaller. There have been two or three campaigns in the last two or three years. "You combine the amount given in those campaigns with the uncertainty of the economy, and whether you are a wealthy person or not you still retreat a bit," said one individual.

On the other hand, there were those who were sure that many people will "write checks for this project that would not write the same check for say the university project or for that matter for downtown revitalization." Everyone agreed that the economy would certainly need to improve for many people to give at a substantial level, but with "the concepts that have developed, people can start seeing that the restoration of the Amador will give life back to this hotel and it will excite people."

RECOMMENDATIONS FOR FINAL DESIGN PROPOSAL

Following the Town Hall Meetings, the consultant team met with members of the Amador Museum Foundation to determine what development option should be pursued in more detail. The foundation requested that the results of the Town Hall Meeting be put to the foundation board which would make a decision on which option to pursue. This was supported by the city project manager. On June 17, 2009, the AMF board voted to request that the city direct the consultant team to pursue Option 3, for an events center and restaurant, for further development. This was reported by Mr. Jamie Fletcher, AMF Board Chairman, to Tomas Mendez, City of Las Cruces project manager, on June 19.

III.

THE BUNDOR

Final Design Proposal & Documentation

OVERVIEW

The reuse plan proposes that the Amador Hotel be restored as a primary cultural and social gathering venue for Las Cruces. It will serve both civic and educational functions, as well as a meeting place for private groups and individuals seeking to recapture the informal ambiance for which the hotel was once famous. The proposal is based on the conceptual plan for Option 3, developed for the Town Hall Meetings in June 2009. Those attending the visioning workshops and Town Hall Meetings considered the addition of a restaurant and bar as essential to the success of the project for three key reasons. It will:

- bring patrons to the Amador on a routine basis and provide activity both during the day and in the evenings,
- provide food service capabilities for social events that take place in the historic hotel building, and
- provide a steady revenue stream to the facility.

In working out the floor plan in more detail, certain aspects of the conceptual design were changed. For instance, it was determined that the kitchen would need to be bigger than shown in the concept drawing and that it would be more cost-effective to construct it as part of the new construction, rather than in the remodeled 1970's additions. To the extent feasible, both the interior and exterior of the hotel will be restored to its appearance in the mid-20th century, prior to its renovation by Citizens Bank. This will include the removal of the drive-up window, the drive up booth and lanes and the two level "lobby" extension on the south-east corner (see demolition plans following). In order to provide the food service capacity and service areas required by modern hospitality facilities, the plan proposes to extend the building to the east into what is now the bus loading area. To differentiate the 4,200 square foot addition from the historic hotel, the addition's stucco color and texture will contrast with that of the hotel. The Amador Avenue elevation will recall the massing of the guest room wing that previously occupied the site. The existing one-floor eastern addition will remain but will be extensively renovated and largely obscured by the new addition.

It is proposed that the hotel's second floor be made available for lease by non-profit agencies. Use by cultural, historic, and preservation related organizations would be particularly appropriate. Within Las Cruces, there is an expressed need for non-profit organization offices. While the city has no need for office space at this time they would be available if the need arises and some could be used by the management entity for the events center.

CONTEXT AND SITE DEVELOPMENT

Located adjacent to the downtown core, the Amador Hotel is well-sited to contribute to both the developing cultural milieu that includes the Rio Grande Theater, the Branigan Cultural Center, the Natural History, Art and Railroad Museums, as well as adding a new restaurant to the underserved downtown core. The Amador's original front entry faced south onto Amador Avenue. To address this condition, the plan proposes to preserve the south hotel portico entry as the formal "front" entry, while providing access to both the public events area and to the restaurant from the north. However, existing parking and foot traffic sources are largely to the north. (The pedestrian links to the site are shown in the plans presented to the Town Hall meetings, included in Section II of this report.) After further research to better determine the north elevation's historic appearance, the rear entry to the historic hotel would be reconstructed. The restaurant's entry would be developed as a separate and distinctly contemporary element. Although the restaurant's primary entry would be from the north, a secondary entry would open onto Amador Avenue.

Forty-five parking spaces can be accommodated on site. The parking requirement under the City Zoning Ordinance would be approximately 92 spaces. However, the City Zoning Administrator, Jim White, confirmed that because the property

BUILDING DESIGN

is located so close to the downtown overlay district (where off-street parking is not required) and since the city owns most of the public lots in that area, a valid argument can be made for accommodating any parking that will not fit on-site at surrounding public parking areas.

Currently service access for deliveries to My Brother's Place Restaurant is through the drive to the east of the Amador, on the Amador lot. There appears to be no easement for this and there is insufficient space on the restaurant property for access. In addition, roof drainage from the restaurant discharges on the Amador property. The proposed design provides a service alley to maintain this access and allow for drainage. This alley would be wide enough for a pick-up truck but deliveries from larger trucks would need to be off-loaded at Amador Avenue or the parking lot and hand-trucked to the service doors. Service access to the new restaurant would likewise be from the parking lot.

BUILDING DESIGN

HISTORIC BUILDING—FIRST FLOOR
6,389 GROSS SF

The first floor of the original Amador Hotel will provide the primary experiences to connect the community to the history of this fascinating building. This will be accomplished by providing a "living room" events space for Las Cruces, and through interpretive exhibits.

Events Space

2,000 net sf historic hotel lobby with seating capacity for approximately 200 for meetings and 140 for dining

1,000 net sf in 4 meeting rooms at northwest side of historic hotel lobby

242 net sf serving area for catering

The events space will serve the City of Las Cruces as a venue for receptions and ceremonies. Additionally, the space will be available for rental to the public for receptions, weddings, meetings and other social events. The historic hotel lobby will be restored to as close to its mid-20th century appearance as feasible. This will include restoration of the columns, and underside of the balcony, and of the ceiling and light monitor. To the extent feasible, the decor will recall the original furnishings and character of the space. The four rooms adjoining the north side of the lobby will be available for hosting smaller groups. Among these rooms is the hotel's dining room with its hand-painted ceiling, which will be restored. A serving area will be available for caterers and direct connection to the restaurant / bar addition.

Interpretive Exhibit Area

1,172 net sf (See detailed description following this section)

The five rooms opening off of the southwest corner of the lobby will be developed as exhibits to interpret the hotel's history. The primary entry to these spaces will be through the hotel's historic main entry, so as to recreate the experience of entering the hotel as a guest would have. In addition to visiting the five rooms, visitors will be able to visit the lobby. And conversely, visitors to the exhibit area will enter the restored lobby as part of their visit experience.

Gift Shop

400 net sf at north end of lobby (partially new addition)

A small gift shop is located between the north entries into the historic hotel and the new restaurant / bar in a space that was previously renovated to contain the bank's drive-up window. The shop is also accessible from the hotel lobby. This particular location is proposed to maximize the shop's exposure to visitors to both the restaurant and to the events center. A new addition projects the shop out under the new covered portal that forms the restaurant entry. A wrap-around glazed storefront will provide maximum exposure to the shop and its merchandise.

HISTORIC BUILDING—SECOND FLOOR 5,235 GROSS SF

Due to accessibility and floor load limitations, the second floor, unlike the first floor, cannot be used as an assembly occupancy. It is thus proposed that it be used to house offices for non-profit agencies.

Non-Profit Offices

2,811 net sf on 2nd floor of historic hotel building (excluding balcony)

16 spaces ranging in size from 130 to 150sf.

Spaces could be combined depending on impact to historic fabric.

Some spaces could be used for non-assembly support functions for events

The majority of the rooms were originally small guest rooms without baths. They are ideally sized to serve one or two workers, and could be leased individually or in various combinations to non-profits. Pending a determination on the historic significance of the deividing walls betweeen offices it may be possible to cut openings between adjoining offices, or to possibly remove some walls. Because of steps at the doors from the balcony, only a portion of the offices are accessible to people with disabilities. It is therefore proposed that an area in the accessible portion be set aside for meetings and as a work area for those with disabilities.

1970S ADDITIONS REMODEL & NEW ADDITIONS

REMODEL: 3,300 GROSS SF
NEW CONSTRUCTION: 5,270 GROSS SF
PATIO: 1,388 GROSS SF

A well-remembered destination of the Amador Hotel was its patio, bar and restaurant. To recapture this feature, the proposed bar and restaurant addition will wrap around an exterior dining patio. A portion of the bar and restaurant will be in the remodeled 1970's additions. The remainder of this area will be devoted to service spaces and vertical circulation.

Bar and Restaurant

5256 net sf including storage and toilet; excluding patio

Dining—1,360 net sf with approximately 85 seats

Lobby/Waiter—690 net sf

Patio dining—1,250 net sf (not included in gross area above) - approximately 75 seats

Bar—1,940 net sf including bar service with approximately 100 seats

Kitchen—1,266 net sf at the northeast corner including dishwashing, storage and service spaces

The facility is designed so that from the primary north entry, patrons can directly enter either the bar or dining areas, and so that either the bar or restaurant can be open when the other is closed. A waiting and reception area is included here. A secondary entry is placed on Amador Avenue in anticipation of increased foot traffic from the south and west at a future date. The walls facing onto the patio would be mostly glazed in the new construction with some new openings being cut in the east wall of the 1970's addition. Bar services would back up to the old vault which could provide some storage and support space for the bar.

The kitchen includes typical support functions such as dishwashing, dry storage, walk-in freezer and staff toilet, in addition to the food prep, cooking and serving areas. However, detailed planning of the kitchen should be worked out with the restaurant operator.

Support spaces

2,120 gross sf, mostly remodel

New exit stair and elevator from 2nd floor with new elevator lobby

New unisex toilet on second floor

Chair and table storage for events space

Storage for bar/restaurant

Reconfigured men's and women's toilets plus new unisex toilet

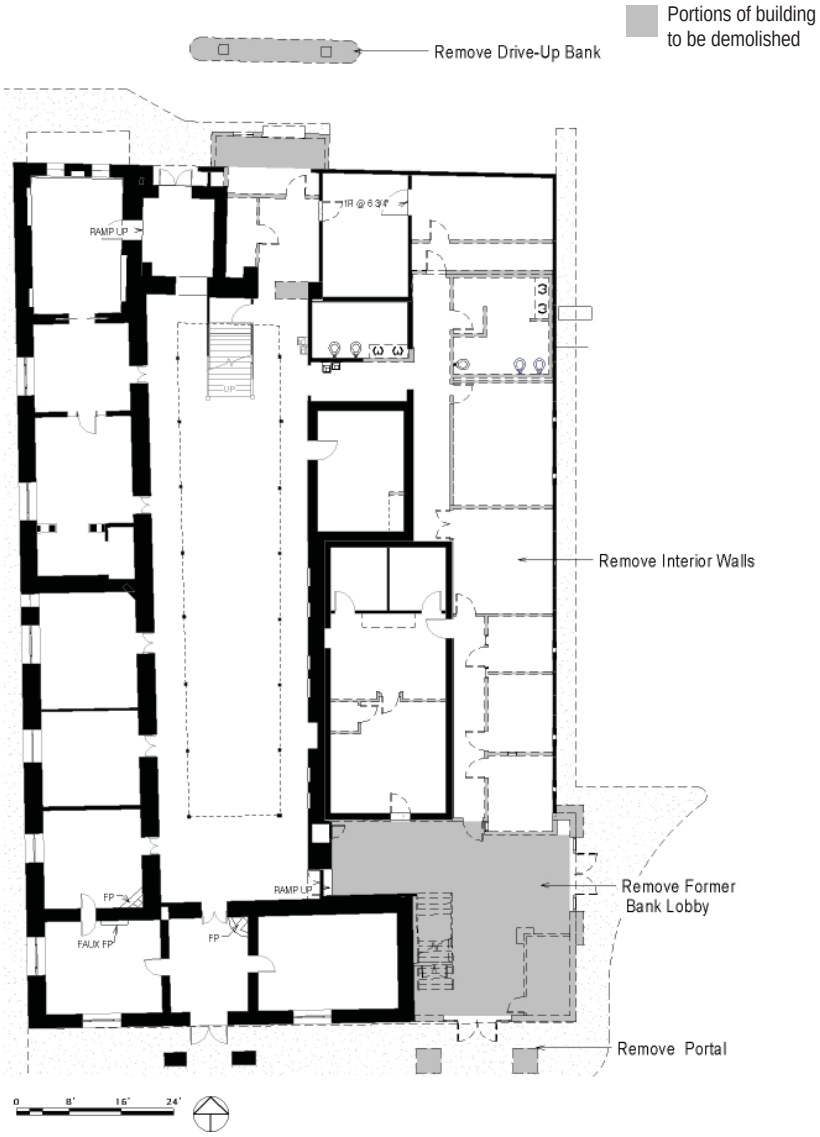
Mechanical (existing) and janitor

The design includes a small hydraulic passenger elevator and a new exit stair from the second floor. These are accessed from a new entry lobby from Amador Avenue in the location of part of the existing southeast bank lobby, which is to be demolished. This lobby also accesses the main historic lobby and includes access to the bar. The latter is not a required exit and could be locked if necessary. At the second floor a new unisex toilet has been included.

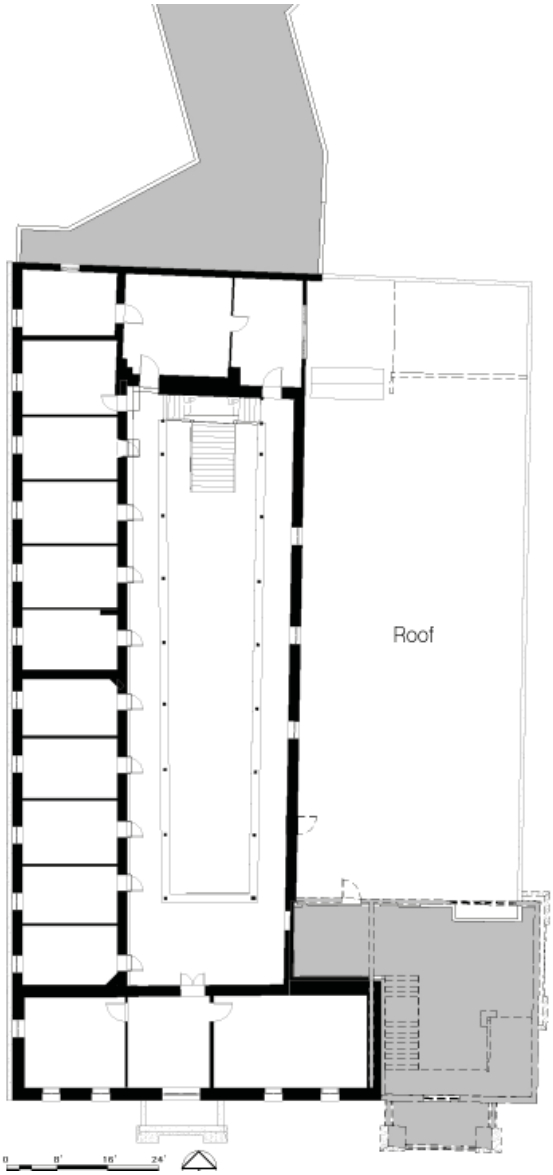
A new opening will need to be cut through the wall at the second floor to access the balcony area.

The main toilets for the facility are shared by all functions and have been relocated to back up to the mechanical room and the small vault. This allows for more efficient circulation to and within the bar and restaurant. The old, small bank vault will become a serving area for catering to the events space. The portion of the larger vault, not used for the stair/elevator core, will be used for chair storage and storage for the bar.

DEMOLITION RENDERING VIEW TO SW

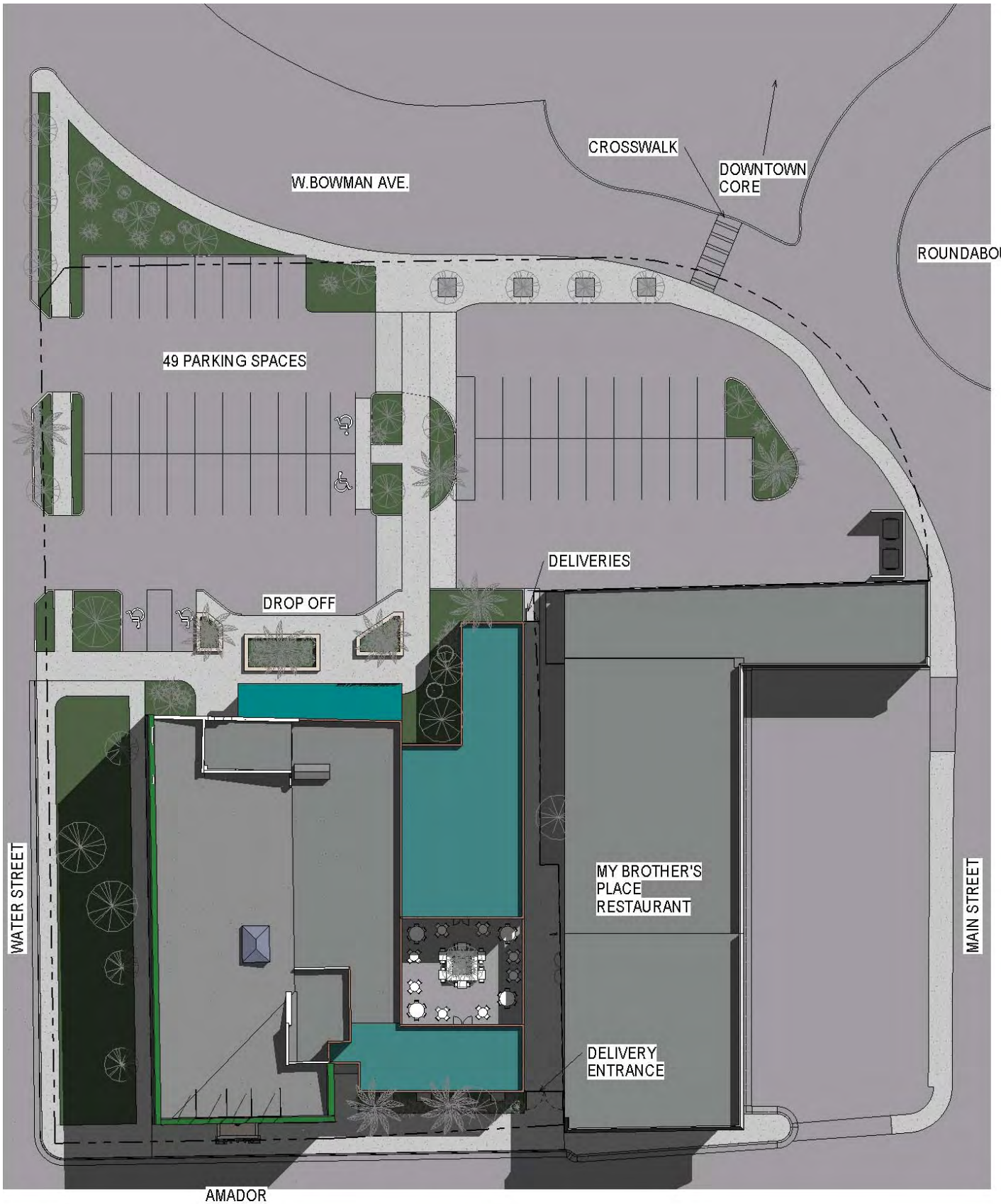


FIRST FLOOR DEMOLITION PLAN

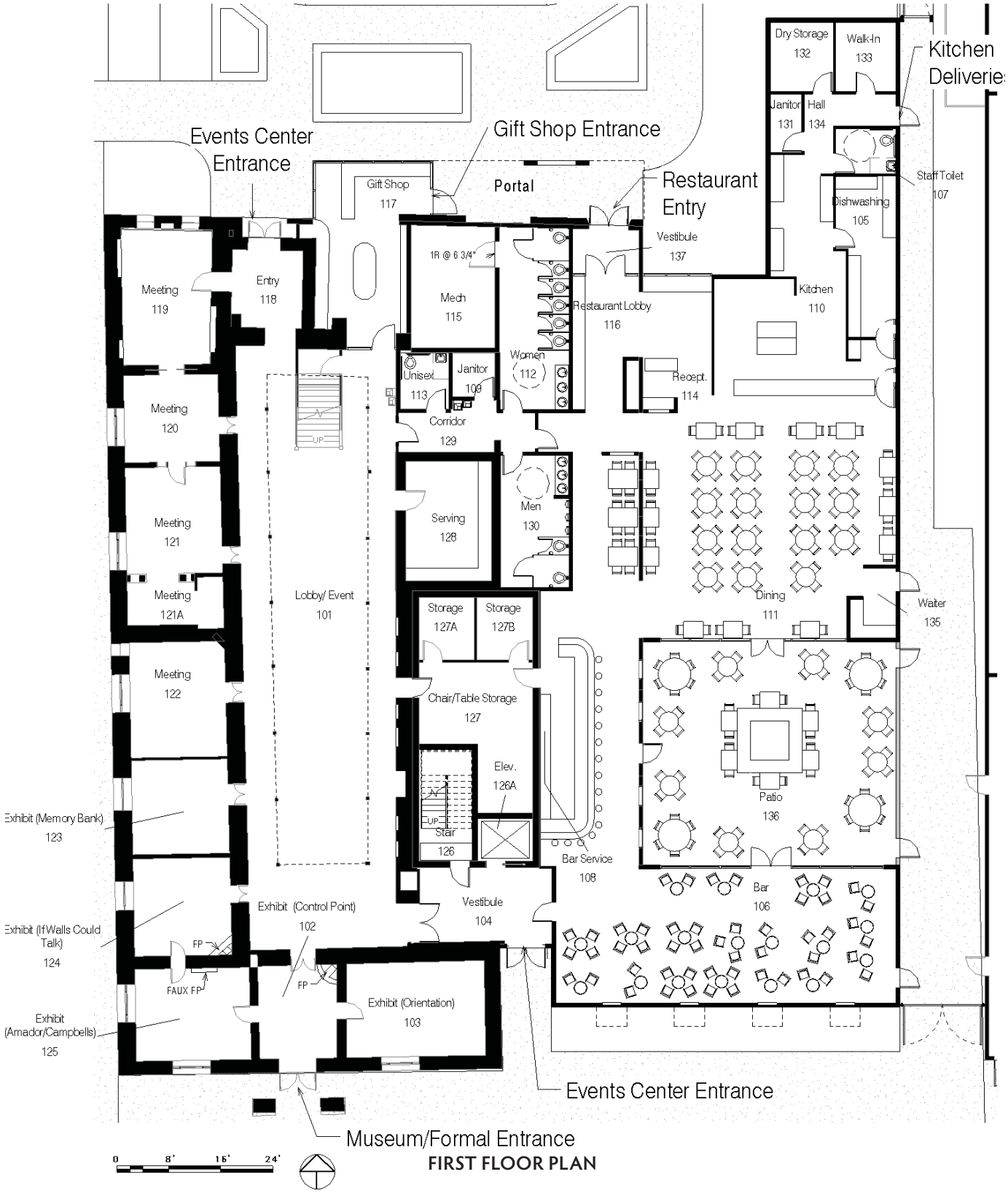


SECOND FLOOR DEMOLITION PLAN

DEMOLITION RENDERING VIEW TO NW

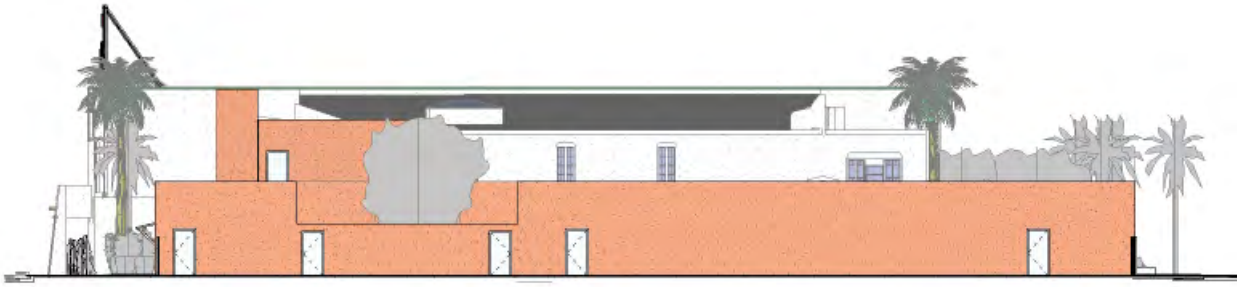

CROSSWALK
DOWNTOWN CORE
W.BOWMAN AVE.
ROUNDABOUT
49 PARKING SPACES
DELIVERIES
DROP OFF
WATER STREET
MY BROTHER'S PLACE RESTAURANT
MAIN STREET
DELIVERY ENTRANCE
AMADOR
20
40
60
80

SITE PLAN


Events Center Entrance
Gift Shop Entrance
Portal
Restaurant Entry
Kitchen Deliveries
Dry Storage 132
Walk-In 133
Janitor 131
Hall 134
Staff Toilet 107
Dishwashing 105
Kitchen 110
Vestibule 137
Gift Shop 117
Meeting 119
Entry 118
Meeting 120
Meeting 121
Meeting 121A
Meeting 122
Mech 115
Restaurant Lobby 116
Unisex 113
Janitor 109
Women 112
Corridor 129
Recept. 114
Serving 128
Men 130
Lobby/ Event 101
Storage 127A
Storage 127B
Chair/Table Storage 127
Elev. 126A
Stair 126
Bar Service 108
Vestibule 104
Dining 111
Waiter 135
Patio 136
Bar 106
Exhibit (Memory Bank) 123
Exhibit (If Walls Could Talk) 124
Exhibit (Amador/Campbells) 125
Exhibit (Control Point) 102
Exhibit (Orientation) 103
FP
FAUX FP
Events Center Entrance
Museum/Formal Entrance
0 8' 16' 24'
FIRST FLOOR PLAN

SECOND FLOOR PLAN

SOUTH ELEVATION



EAST ELEVATION

NORTH ELEVATION

SECTION THROUGH RESTAURANT LOOKING WEST

RESTAURANT PATIO

VIEW TO NORTHEAST FROM AMADOR AVENUE

VIEW TO NORTH RESTAURANT ENTRY

VIEW TO NORTHWEST FROM AMADOR AVENUE

EXHIBIT CONCEPTS & INTERPRETIVE PLAN

Visitors move through a stimulating and multifaceted exhibition to gain an understanding of the colorful history of the Amador building. The exhibition seeks to portray the dramatic and personal stories of the owners, guests and visitors of this old hotel. It is dynamic and interactive, fitting for a building with such a complex story that weaves together the lives of past and present Las Cruces residents.

EXHIBIT SPACE PLAN USE

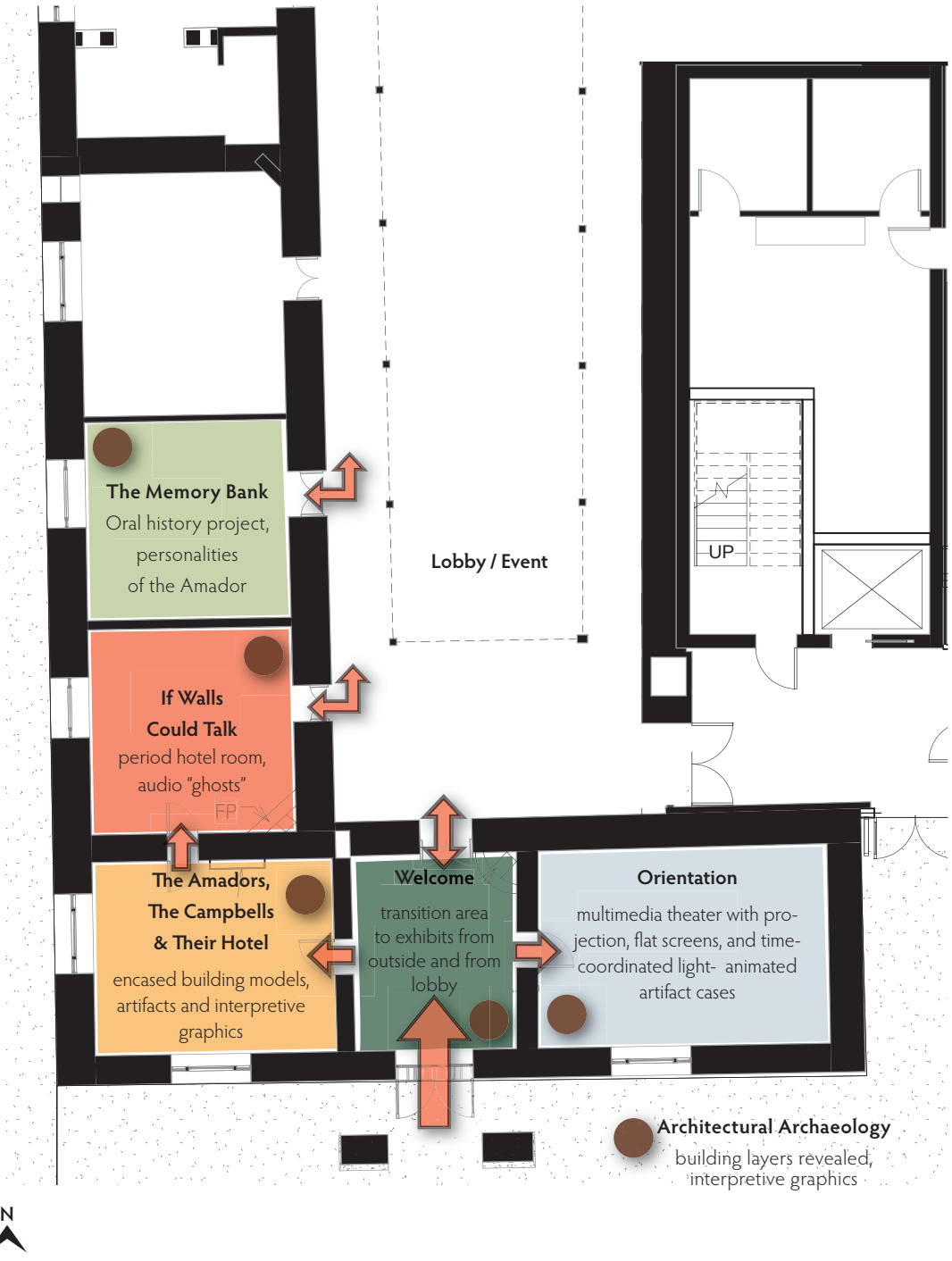
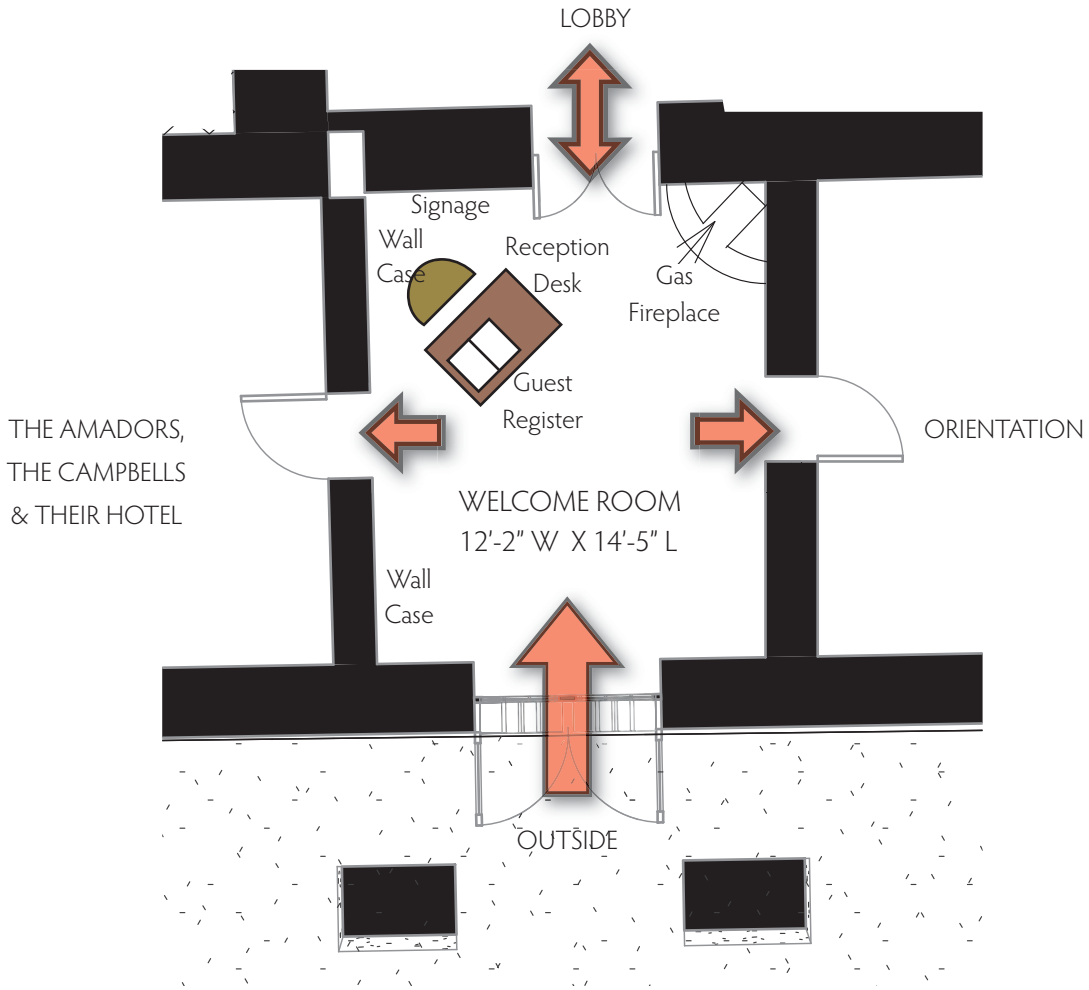


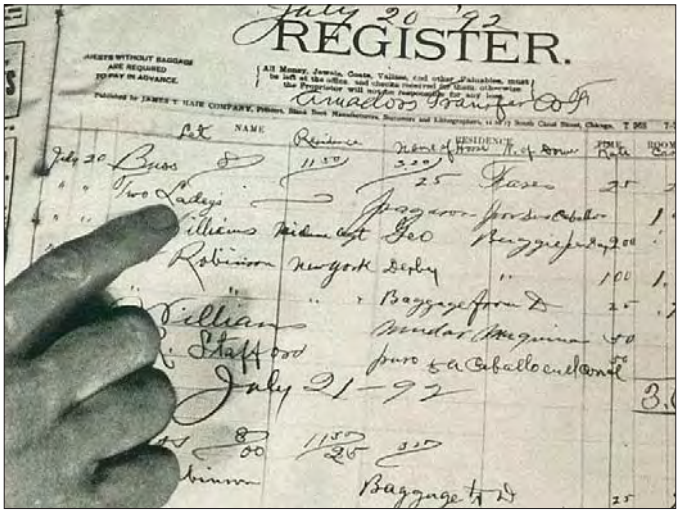
EXHIBIT CONCEPTS

WELCOME

NMSU LIbrary, Archives and Special Collections # 00040222

Visitors enter the welcome area (room 102), either through the south exterior entrance, or by passing through the lobby and passing through an interior door. They are directed to enter the orientation room (room 103) by entering a door on the right.



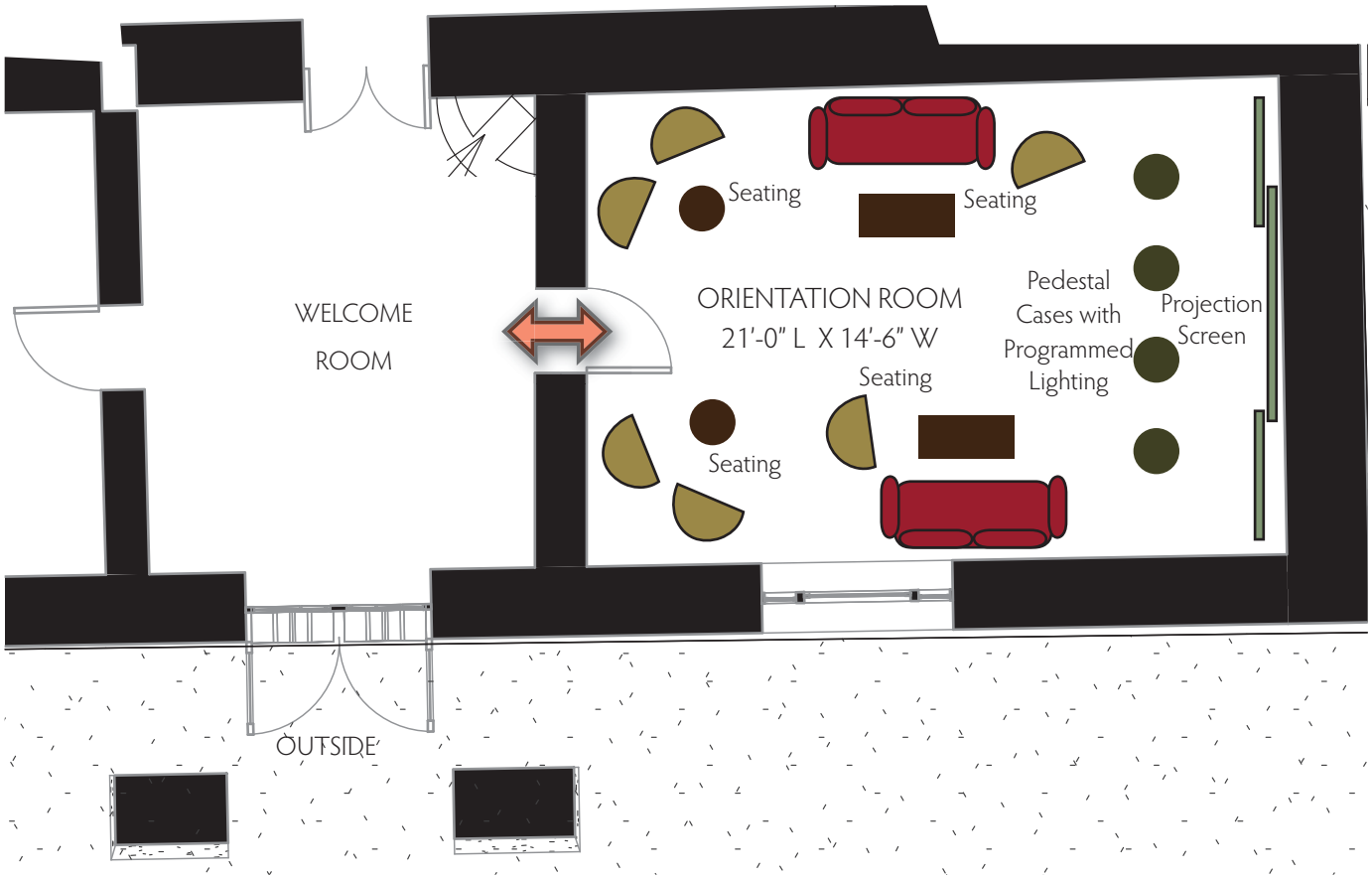


Thompson, George W. Photograph. Shaw, Fred. New Mexico's Slaphappy Hostelry." Holiday*, November 1946, p. 65.*

ORIENTATION

The orientation room is furnished with period parlor furniture for seating. Opposite the entrance door, on large-format screens mounted on the opposite wall, a 7-10 minute introductory video is projected. The start of the video triggers the window blinds and door to close, dimming the room and creating a movie theater-like atmosphere. As the film progresses, casework lighting is programmed to come on at key moments. Some cases embedded behind a large wall mural are not visible until their lighting comes on. Visitors will be able to open the doors at any time to exit the room if necessary. The video contains historic photographs and film clips, as well as music and narration, preparing viewers for the exhibits in the next rooms. Once the video presentation is over, the door and window blinds automatically open again, signaling visitors to pass into the other rooms of the exhibit, as well as allowing new visitors to enter the orientation room.

NMSU LIbrary, Archives and Special Collections # 00040220

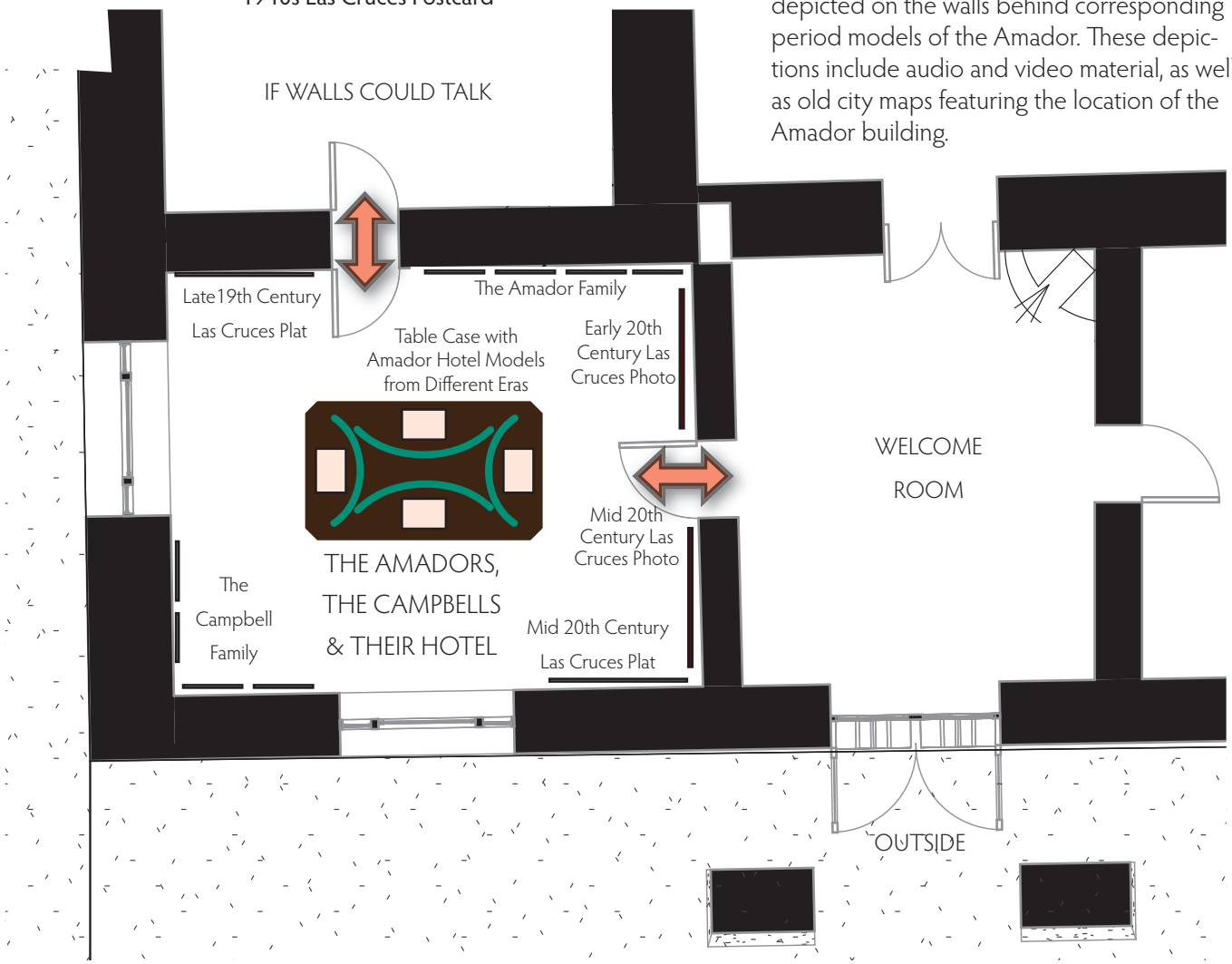


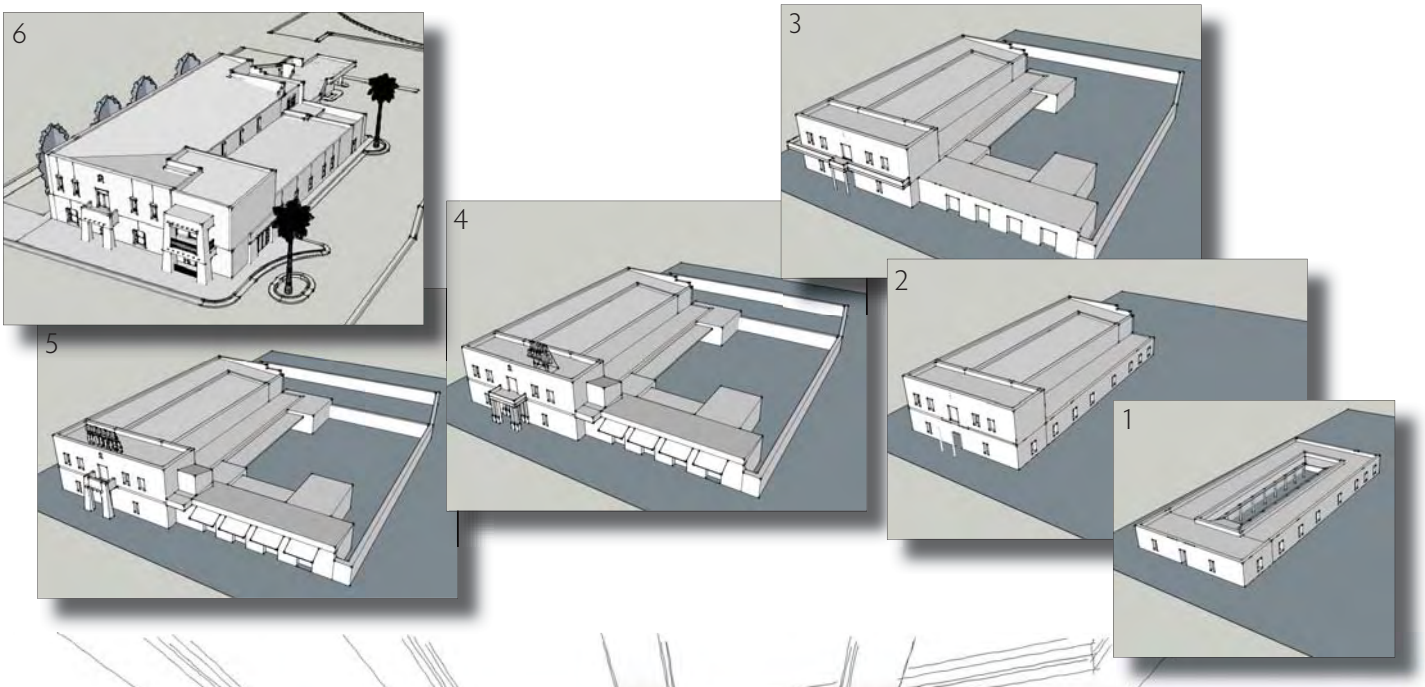
Period recreations of parlor-style seating

THE AMADORS, THE CAMPBELLS & THEIR HOTEL

After the video presentation, visitors pass back through the welcome area and enter room 125, which is devoted to distinct but related themes: The Amadors, the Campbells, and Their Hotel; The Evolution of the Amador Building; and The Evolution of the City. Visitors learn about the Amadors and Campbells by viewing some of their personal effects, as well as photographs of the families, the hotel register, and, ideally, artifacts from the Citizen's Bank collection. Many of the items from this collection are currently on exhibit in the bank lobby, and include furniture and decorative items once used in the hotel. The evolution of the Amador building is depicted through a series of interactive three-dimensional models showing different phases of the building throughout its history. The models include people in period costume, as well as carriages and cars from the eras depicted. The models are augmented with an audio-video presentation that includes projected period photographs, lighting, and music, giving viewers a complete sense of the different periods. Different eras in the evolution of the city are depicted on the walls behind corresponding period models of the Amador. These depictions include audio and video material, as well as old city maps featuring the location of the Amador building.

1940s Las Cruces Postcard




6
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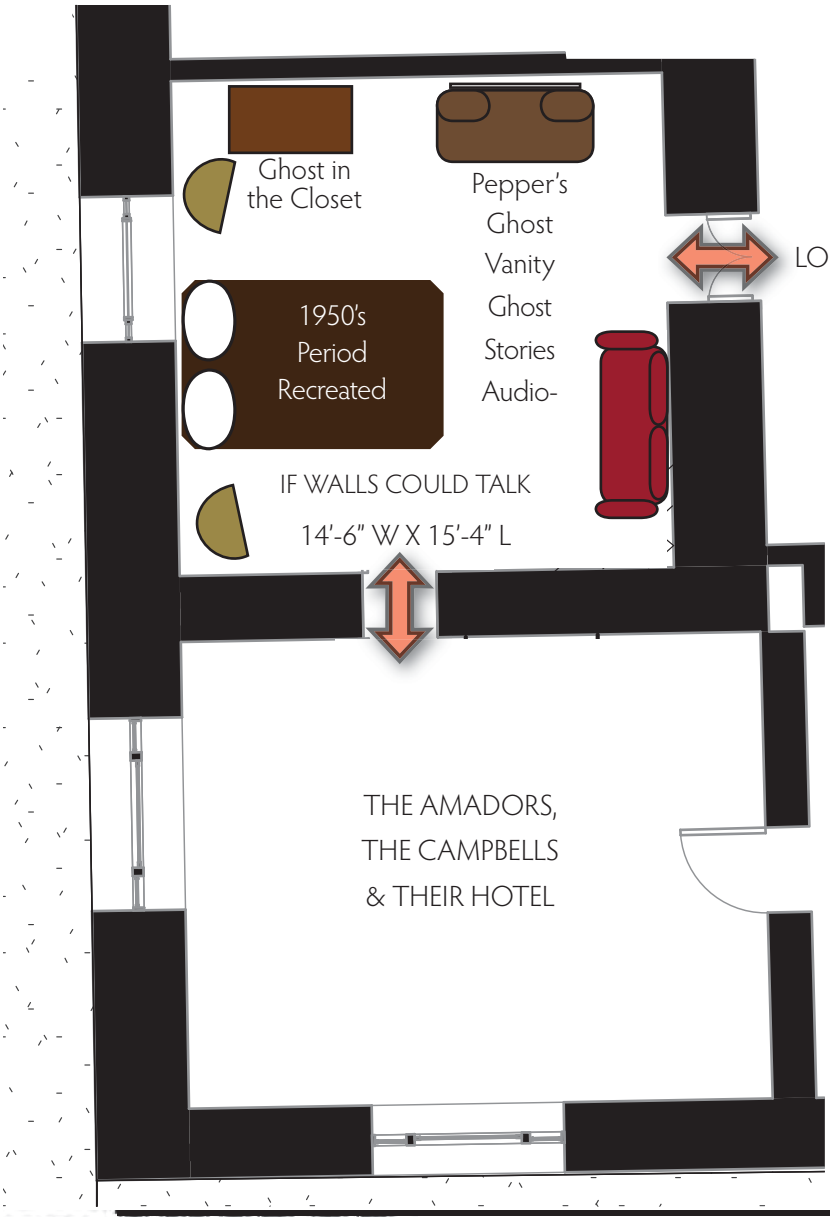
THE CAMPBELLS
THE AMADORS

IF WALLS COULD TALK

Next, visitors pass through a doorway into room 124, which features an exciting exhibit about the ghosts of Amador past called "If Walls Could Talk." The room is a complete reproduction of an early-1950s-era Amador hotel room, just a few years after some of the Amador's most dramatic scenes played out. Visitors can sit on the reproduction bed, open the closet door, and move freely about the room. Sound clips of conversations between Amador "ghosts" with accompanying lighting, similar to a radio drama, plays automatically upon entry. The visitor hears the voices of famous Las Cruces characters like Billy the Kid and Cricket Coogler, as well as sound effects like knocks on the door and screeching tires, all heard through many small, directed speakers, which ensure the experience is atmospheric and dramatic but not chaotic or confusing.



1930s Hotel Room *NMSU LIbrary, Archives and Special Collections # 00041350*

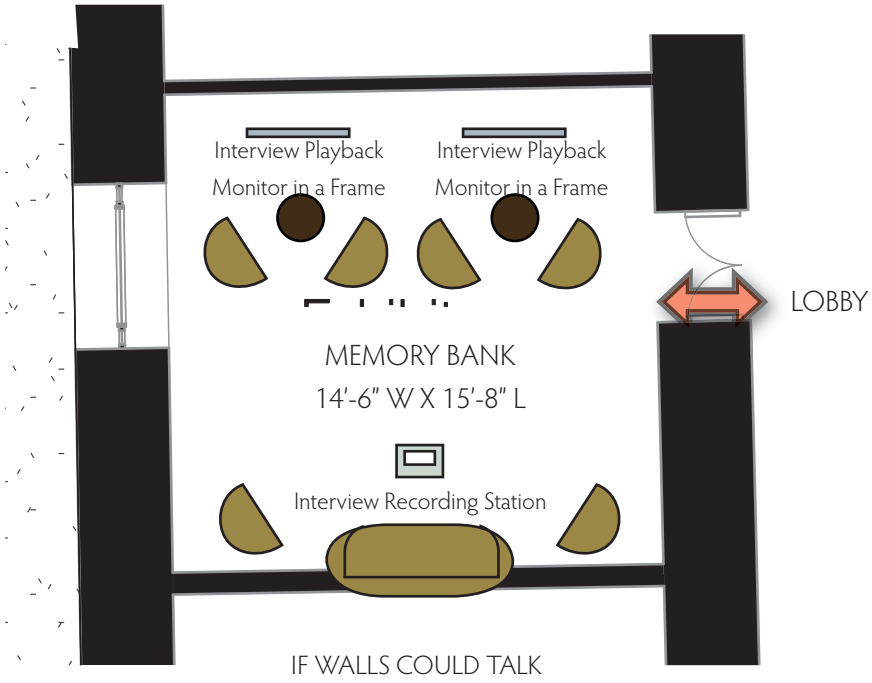
1946 Amador Hotel Room
Thompson, George W. Photograph. Shaw, Fred. New Mexico's Slaphappy Hostelry." Holiday, November 1946, p. 62.

Cricket Coogler

Billy the Kid

MEMORY BANK

After experiencing the drama of some of the Amador's most famous stories, visitors move into the lobby to enter room 123, which portrays the experiences of the everyday people who were the lifeblood of the Amador in its heyday, and will continue to be after this restoration. The main feature of this room is the Memory Bank, a nod to the building's history as a bank. The Memory Bank is an ongoing oral history project that consists of two parts: one section of the room contains a digital recording station, where anyone with a story to tell about the Amador can make an appointment to record their tale on video with the help of a facilitator; another section of the room will contain two kiosks with seating and a touch screen, in which visitors can select one- or two-minute previously recorded stories to watch on the screen. When the Amador is rented for weddings, anniversaries, or other special events, revelers can rent this space to record their tidings for their own family histories. The room will be decorated from floor to ceiling with framed photographs solicited from the community of events at the Amador.

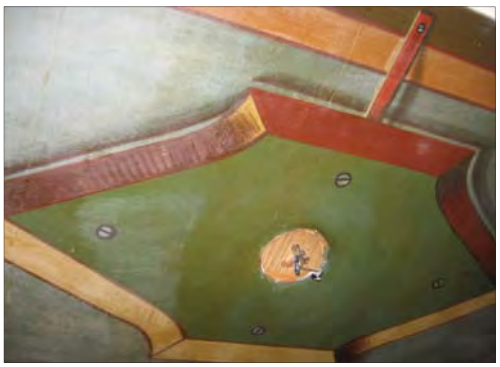


touch-screen video-recording kiosk

ARCHITECTURAL ARCHAEOLOGY

Each of the three rooms, 123, 124, and 125, contain a small area illustrating an aspect of Architectural Archeology. For example, one room shows the many layers on the walls, with an explanation of the history of the changes made to the building. Similar exhibits show changes made to the floors and ceilings over the years. Restoration to the rooms includes removal of carpeting to expose the existing pine plank floor, as well as removal of the new drop ceilings and restoration of the original plaster ceilings. After passing through the final room of the exhibit, visitors enter the lobby, a grand gathering space ideal for weddings, celebrations, and conferences.

Framed photos of events taken at Amador Hotel



PRESERVATION STRATEGY

RECOMMENDED PRESERVATION TREATMENT

The Amador was listed on the New Mexico Register of Cultural Properties in 1969 because of its significance as a hotel. The building had been used continuously as a hotel since at least 1878. At the time of its listing, the building reflected a series of gradual modifications and additions dating onwards from the late 19th century. Through historic photographs and Sanborn maps the evolution of the building is largely documented. These previous changes, as they existed at the time of the 1960s renovation, reflected an eclectic range of styles and influences that collectively defined the building.

Concurrent with, or shortly after the building's listing on the New Mexico Register of Cultural Properties, it underwent a major renovation into a bank, and was subsequently converted into a county office building. The alterations not only changed the historic use of the building, but also removed some historic features and fabric. The most significant loss was perhaps the rooms on the east side of the lobby and the wing that extended to the east. Fortunately, as is so often the case with "modernizations", many of the alterations were simply added on top of existing fabric which remains in part, or in whole, behind the furred out walls and dropped ceilings. Hidden features include the underside of the second floor mezzanine around the lobby, coffered ceilings in most first floor rooms, including the hand-painted ceiling in the dining room, wallpapers, and wood floors.

The late 1960s and early 1970s alterations were unsympathetic to the historic character of the building, and by imposing a "Santa Fe Style," they sought to create a false sense of history. The Secretary of the Interior's Standard for Rehabilitation number four states that most buildings change over time and that changes that have acquired historic significance are to be retained and preserved. However, it is the opinion of this study that these alterations are not historically significant, and are unlikely to be considered so within the foreseeable future.

The recommended preservation approach is therefore to remove as many of the bank and county office building alterations as feasible to uncover all surviving building fabric. (The covered drive-through bank lanes and the southeast bank lobby will be removed, but the remainder of the addition on the east side, which contains two vaults will be retained.) The remaining fabric will then serve as a basis for the repair, and if necessary, restoration of lost fabric. To the extent feasible, the building will be returned to its appearance during the mid-20th century.

It has been suggested that the building be restored to an earlier period, such as New Mexico statehood in 1912. The restoration of the building to a period prior to the mid-20th Century would by necessity require the removal of features that in their own right have become significant to the building's history. Among these features are possibly some windows, the existing portal, the hand-painted dining room ceiling and murals, the room names, and the blue paint on the underside of the mezzanine. Restoration would also likely require the reconstruction of missing features for which there is incomplete documentation. There would be a high chance that such a restoration would result in the coexistence of features that never actually existed at the same time, while simultaneously removing added features that have become significant to the building's history as a hotel.

In summary, the justification for the proposed treatment is:

1) It removes non-contributing features,
2) It returns much, but not all, of the building to its appearance at the end of the period in which it was a hotel,
3) In addition to retaining remaining historic fabric, it exposes historic fabric that had been concealed by the alterations, and
4) Where necessary, the design of replaced or replicated historic features will be based on historic photographs, or physical evidence (Secretary of the Interiors Standard for Rehabilitation Number Six).

STRATEGIES FOR PRESERVING CHARACTER-DEFINING FEATURES

The following strategies are recommended for the adaptive reuse of the remaining original portion of the Amador Hotel—the two-story structure to the west of the lobby's east wall. The intent of these strategies is to preserve the surviving historic fabric, and where feasible and desirable, restore missing or damaged historic features. Most of the eastern addition built by Citizens Bank will remain, but will be changed as necessary to meet current needs.

It is recommended that, prior to completing a detailed design for the building, sufficient interior alterations made since 1970 be removed to facilitate the further investigation and documentation of the surviving historic fabric. The extent of surviving materials and the feasibility for their retention should be major factors in developing the final adaptive use plan.

EXTERIOR WALLS

- Remove the 1970 Portland cement stucco and lath to further investigate the wall's structural condition and historic finishes.
- Repair any structural problems within the adobe walls and refinish the walls with a finish more appropriate to the building's early to mid 20th Century appearance.

DOORS AND WINDOWS

- Retain all existing exterior doors and windows and repair as required.

INTERIOR WALLS AND FINISHES

- Remove furred-out walls, such as those in the lobby.
- Retain all existing interior adobe walls.
- Minimize the cutting of new connecting doorways between rooms, except where walls are deemed to be non-historic/non-contributing (see discussion page I.11). Where new openings are necessary, detail in such a manner as to allow them to read as contemporary alterations.
- Further investigate frame partitions to determine their age, materials, and significance prior to proposing their removal or alteration.
- After removing the lay-in ceilings throughout the building, further investigate the surviving plasters and wallpaper.
- Retain and restore existing historic ceilings where feasible.
- Remove carpeting and repair painted pine floors, leaving exposed if feasible.

FIRST FLOOR LOBBY AND SECOND FLOOR MEZZANINE

- Retain as the building's single primary space.
- Remove covers and capitals from first floor columns
- Remove dropped ceilings and expose underside of mezzanine.
- Reconstruct skylight (monitor).
- Retain stairway as principal access to second floor.
- Retain second floor railing, and consider options for lowering to original height.

MECHANICAL AND ELECTRICAL SYSTEMS

- Where feasible, install systems within walls, attics, or under floors or in other concealed spaces to be as inconspicuous as possible. Construction of some new vertical chases may be required, but these should be in locations where they will not impact charater-defining historic elements, such as in closets or service spaces. Where concealment is not possible, express the systems as a contemporary addition to the building.

CODES & CONSTRUCTION

BUILDING CODE REQUIREMENTS

A preliminary building code analysis has been performed for the proposed design (see appendix and Section I.). An analysis of all provisions of the applicable codes was not in the scope of this study and has not been completed. This should be completed as part of follow-up detailed design work. The analysis has focused on significant provisions of the code that are likely to affect the design and floor plan. The assumptions for the code analysis are as follows:

OCCUPANCY GROUPS

Existing occupancy is B (business). A change of occupancy is required. New occupancies are as follows:

- Events/Meeting/Museum – A-3
- Offices (2nd floor historic building) – B
- Restaurant / Bar – A-2

CONSTRUCTION TYPE

V-B (unprotected wood), with automatic fire sprinklers for allowable area.

ALLOWABLE AREAS AND SEPARATIONS

The design is within the allowable area for a sprinklered building with the above occupancies and construction type. The design assumes separated uses for different occupancies, in order that the second floor can be classified as "B" occupancy for structural loading purposes. Separation between the lobby, A-3, and the offices is required to be 1-hour for a sprinklered building. No fire separation is required between the restaurant (A-2) and the lobby. Per 1105.10 the IEBC, separation from the lobby need not be provided if the office walls are wood lath and plaster and the building is sprinklered. Some lath and plaster is evident but the extent should be confirmed with further selective demolition. The wood wainscot will need to be approved by the building official, but since it is clearly part of the historic fabric would most likely be accepted.

OCCUPANT LOAD AND EXITING

Initial analysis indicates that the design meets egress requirements for:

- Number of exits (3 required; 4 provided)
- Maximum distance to exits (250 feet allowed; 112 feet provided)
- Width of exits (112 inches required; 238 inches provided)

A preliminary occupant load/exiting plan has been completed that indicates that all spaces have the required number of exits (see Appendix). When the final plan is developed detailed occupant loads, exits, exit widths and travel distances will need to be recalculated to ensure compliance or seek appropriate approvals if compliance is not possible without affecting the historic character of the building. Some of the doors to the proposed meeting rooms at the west side of the first floor have the required total width but are pairs of doors, so each leaf does not meet the minimum width requirement. Some of the doors at the offices on the second floor are just below the minimum clear width of 32". The IEBC allows for less than the required width in historic buildings when *"...in the opinion of the code official, there is sufficient width and height for a person to pass through the opening or traverse the exit and that the capacity of the exit system is adequate for the occupant load, or where other operational controls to limit occupancy are approved by the code."*

Some or all of the doors to the first floor rooms and second floor offices may be replaced where they are not original (the original first floor doors do not appear to have been pairs.) Where doors are replaced every effort should be made to achieve the required exit width, unless this would require significant changes to historic frames and trim.

STRUCTURAL

As described in Section I, seismic upgrades and reinforcement for increased gravity loads are required with the proposed change of occupancy (per Level 3 Alterations, where the work area is more than 50% of the building and where gravity loads are increased more than 5%).

Prior to final design, the architect shall provide a written preservation report to the building official describing safety features, a structural seismic load path description, and any instances where preservation dictates noncompliance with the building code. Specific treatment of the historic building with regard to structural reinforcement to comply with the code must be defined. Of particular importance is to get a determination about the extent of work needed to meet current seismic design requirements. The report shall be a written narrative containing the following items:

1) Parapet bracing and wall anchoring system
2) Diaphragm repair/bolstering
3) Reductions in strength of existing structural components
4) Added live and dead loads
5) Increased seismic forces
6) Increased snow or wind loads
7) Anticipated operational controls
8) An analysis of the structural system, illustrating its adequacy and its conformance with codes that existed at the time of the original construction.

The final code plan cannot be determined without detailed calculations and discussions with both the building official (Construction Industries Division) and the State Historic Preservation Officer. This should be included in a follow-up design contract that includes the services of a structural engineer with specific experience in the application of the NMEBC/IEBC and the NMBC/IBC to historic structures and the New Mexico Historic Earthen Building Code (although the latter for the most part may not apply given the extent of alterations and the proposed building occupant load, as discussed in Section I and the Appendix).

Structural issues and their potential resolutions include the following:

Foundations: Since the historic building appears to have no footings, except possibly at the portions of the east wall where the bank vaults were constructed, it does not meet the seismic requirements of the IBC (or the basic structural provisions of the code). Work required to underpin all the bearing walls would not only be prohibitively expensive but would likely threaten the integrity and stability of the adobe walls. Alternative solutions should be investigated by the structural engineer and relief from the requirement to underpin the footings should be sought from the building official, based on the fact that the NM Earthen Building Code would permit the existing construction to remain if it qualified to be covered under the code. Column footings should be investigated and upgraded with underpinning, if necessary. It is not known what footings exist, but it is almost certain that there must be some kind of column footings. These could be underpinned or replaced using temporary bracing without jeopardizing the structure.

Seismic reinforcing of walls: If seismic reinforcing of the bearing walls is required it could be achieved by installing plywood-sheathed, wood stud framing at the interior of exterior walls. (The plywood could then be covered with plaster or gypsum board). This has been approved elsewhere in the state. Effective methods would be required to tie the framing in with the floor and roof framing. There are several disadvantages to this from a historic preservation standpoint such as covering up historic plasters, modifying historic window trim and details and changing the historic coffered ceiling at the first floor west and south rooms. However, it may be less invasive than other options such as steel framing. Any solution must be approved by the State Historic Preservation Officer in conjunction with the code official.

First floor reinforcing for gravity loads: As discussed in Section I, the first floor framing will most likely require reinforcement or replacement. Given that the lobby space will be used for assemblies, leaving the structure in place with operational controls (at the discretion of the code official per IEBC 1106) would not be practical for an events space. Options would include installing intermediate or "sister" joists of treated lumber or complete replacement of the floor structure with wood frame or

a slab-on-grade. The latter would be expensive and potentially damaging to the historic fabric during installation, but also could be used as part of the seismic retrofit in lieu of underpinning. This should be investigated by the structural engineer.

Balcony loading: Since the balcony cannot be separated from the lower level assembly occupancy (without affecting the historic character) it would normally be considered part of that occupancy and would need to be reinforced to withstand the increased load (from 80psf for corridors above the first floor for business occupancies to 100psf for assembly occupancy lobbies). Approval should be sought from the building official for this to remain classified as a business occupancy with operational controls so that it is not used as part of the lobby and to provide relief from it having to be separated from the lobby with a wall. If the balcony remains as business occupancy it should be able to be left in its current structural condition without upgrades. However, the entire structure should be examined once the dropped ceilings and other contemporary finishes have been removed to ensure there are not dangerous conditions. Some reinforcing of the junctions at beams and columns may be required but this will need to be done in a concealed manner.

Stability of existing adobe walls: The west exterior wall has significant deformations along its length and height. It bows out in the middle and appears to be leaning out also. There is no significant cracking to indicate that this is a structural problem or due to recent events. However a full assessment cannot be made before the exterior stucco is removed. Another area that should be investigated is the east wall of the lobby north of northernmost bank vault where there is no visible support for the second story adobe wall between the north wall of the vault and the northeast corner of the lobby over the opening to the corridor and the men's toilet. Again there is no evidence of structural failure, howver, in order to complete an analysis of the building's ability to withstand existing and new loads, this condiiotn mst be uncovered to determine how the structure works at this point. Likewise, along the length of this wall the original adobe apperas to have been been intermittently replaced where the concrete bank vaults were inserted and the 1970s addition constructed. While this may have provided a more solid bearing for the second floor adobe it may also have weakend it by interrupting its continuity. This entire wall should be reviewed when the furred-out gypsum board finishes are removed.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES:

At least one accessible entrance will be provided to the historic building (at the new vestibule in the southeast corner). Other entrances are not required to be accessible but will be evaluated. All entrances and exits in the new addition and remodeled areas will be made accessible. Accessibility (door widths) to first floor rooms in the historic building will be provided where feasible. Where not feasible alternate program accessibility may be required, by providing equivalent facilities/experience in an accessible space. Accessibility is to be provided to the second floor of the historic structure with the addition of an elevator, but due to numerous level changes within the floor, only portions of this area may be able to be made accessible without compromising the historic fabric. A CID official has indicated that an exception could be made to providing wheelchair access to the second floor, given the building's historic status. All toilet rooms will be accessible as will all areas of the new addition and remodeled area.

CONSTRUCTION

It is anticipated that in addition to removal of non-historic finishes in the old hotel areas, and demolition of the 1970s southeast bank lobby and drive up bank, the 1970s additions at the east side will be gutted to the bearing walls and roof structure.

Construction of additions is anticipated to be from concrete masonry units or steel stud frame with stucco finish, and steel bar joist and steel deck.

The design and construction of the interior décor of the bar and restaurant areas and detailed kitchen and equipment layout will be coordinated with, or undertaken by, the restaurant operator with the approval of the city.

Other features of the project should include:

- Reroofing of all renovated areas with the addition of insulation where possible
- A plan to minimize possible impacts on the historic structure of new construction and renovations so as not to weaken it or damage historic fabric
- Incorporation of energy-saving features wherever possible, such as, high performance glazing, shading of windows (either interior or exterior), , increased day-lighting, "smart" switching of lighting systems, high-efficiency mechanical systems and natural ventilation
- Incorporation of water-saving features including possible rain-water harvesting
- Use of non-toxic materials of low-embeded energy, or rapidly renewable natural resources.

UTILITIES

Specific requirements for utility services for the proposed development may include:

SEWER

The 4" diameter of the line, shown on the drawings should be of adequate capacity for the new plumbing requirements but its size and condition should be evaluated with a CCTV scan.

WATER

The routing of the main water service under the floor of the historic structure poses a danger to the structure from potential leaks. It is recommended the water meter be relocated to the north, clear of the building and that the line be rerouted to the mechanical room along the north side of the building. The line size and meter size will need to be determined but the meter is not anticipated to be greater than 2".

FIRE LINE

A new fire line will need to be run to service the building's new automatic sprinkler system. It is anticipated that this will come from Water Street but a water availability statement will need to be issued by the city to determine this. The location of the fire riser will need to be determined. It should preferably be in the existing mechanical room if there is sufficient space. An additional fire hydrant may be required. The location and feed for this should be determined once fire flow requirements are calculated and available flows known.

SITE ELECTRICAL

The restaurant addition as currently designed will require relocation of the electrical transformer. Once specific requirements for the restaurant are known a plan may be able to be developed that could avoid relocation, but for budgeting purposes the assumption is made that it will be relocated. The most likely location would be to the north of the new kitchen addition, which would allow reconnection to the services for "My Brother's Place" and would involve a limited amount of secondary line from the existing utility box. Upsizing of the transformer may be required also. The proposed east building wall of the new addition is approximately 14' from the west wall of "My Brother's Place". This may be too close to the underground primaries and the plan may need to be adjusted to provide additional space.

The 3-phase, 208 volt service is appropriate for the new construction but the service size will likely need upsizing to at least 600 amps to accommodate the increased loads from the kitchen. The proposed design leaves the existing service entry and panels on the north wall of the building. A new panel would be required for the kitchen. If the transformer is replaced, a transformer-mounted meter should be considered. Separate metering for the restaurant should also be evaluated, although this may be of limited use given that some areas of the building are shared between the events center and the restaurant.

COMMUNICATIONS

Telephone service demands will need to be evaluated for the new uses before a determination on the adequacy of the current service can be evaluated. Given the previous use of the building as an office building, it is possible that the existing feed to the building may be adequate for the anticipated uses.

The two underground fiber optic lines shown on the survey will need to be relocated to accommodate the restaurant/kitchen addition—possibly into the proposed new "alley".

GAS

The existing underground feed from the gas meter to The Amador will need to be rerouted to feed the kitchen and the remainder of the building, including the main boiler. Upsizing of the meter is anticipated and relocating it to the north end of the new addition may be advisable to avoid having to run the boiler feed over the restaurant roof. Separate metering for the restaurant should also be considered.

STORM DRAINAGE

Civil engineering services were deleted from the scope of this reuse study during contract negotiations in order to allow the remainder of the work to be completed within the available funds. Some preliminary drainage calculations were made by NMSU students as part of the Cornerstones report but a full drainage analysis and drainage plan will be required as part of future detailed design phases. These will be required to comply with City of Las Cruces hydrology requirements and stamped by a professional engineer. If the development of the project is undertaken in phases the appropriate phase for a drainage plan to be prepared will need to be confirmed with the city.

Based on discussions with city staff, storm water must be detained on-site with controlled release to the acequia (piped underground at Water Street) or the city storm drainage system. This would require regrading of the parking area to an on-site pond or an underground detention system. Incorporating underground collection cisterns could provide water harvesting for landscaping.

To reduce the possibility of deterioration of the base of the west building wall from run-off it is recommended that the grade at the west side be dropped and a new sidewalk installed with positive drainage away from the building (as recommended in the Cornerstones report). The Cornerstones report suggests installing a French drain, since surface drainage would not be possible. Consideration should be given to using a slot drain at the edge of sidewalk to get the runoff into an enclosed pipe sooner, which would run north to the underground infiltration system or water harvesting cisterns under the parking lot. Any rainwater retention system will need to be designed with an overflow that will direct the water off-site rather than into the building. While it appears that Water Street will not be widened when it is converetd to 2-way traffic and extended south across Amador Avenue, it would be advisable to coordinate drainage modifications on the Amador site with that work.

The transition from the higher parking lot grades to the north building entry will need to ocurr at the outside of the building to the north. The exact means of accomplishing this transition is to be determined but there is sufficient space for it to occur within the paved area between the building and the parking lot by means of a ramp.

In order to reduce floor transitions within the building the proposed design maintains approximately the floor level of the existing southeast bank lobby throughout the restauarant addition. This will require a below-grade drainage system at the patio and along the "alley" at the east side to capture both the run-off from the patio and the roof drainage from The Amador and "My Brother's Place". This could also drain to the underground detention system at the parking area.

ENVIRONMENTAL SYSTEMS

HVAC

It is anticipated that most of the HVAC system in the historic building will need to be replaced because of its age and in order to conceal it above the original historic ceilings. The central chiller, boiler and ground source heat disposal

system require more detailed study and the results of recent repairs before they can be evaluated for reuse. Specifically, the entering and leaving temperatures for the underground loop should be measured. Due to its age, it should be anticipated that some, if not all of the existing system will require replacement. For all spaces except the main lobby new, more compact and energy efficient Variable Refrigerant Flow fan coil systems with roof-mounted condensers could be installed, with ventilation by means of operable windows. Condensing units can be combined to reduce the number of rooftop items and penetrations. The fan coil units and refrigerant lines for these systems are small and should be easily concealed in the space above the historic ceilings. The central lobby space will require a new air handler mounted on the roof of the 1970s additions or in the new mechanical room that is part of the new stair core. Routing of ducts to the space will require further study. Side discharge, wall-mounted grilles at the east wall are anticipated. Cutting through the concrete vaults will be a major expense, so alternative locations should be explored. Routing return air ducts will also be a challenge.

PLUMBING

The proposed design moves the main plumbing stacks for the toilets in order to configure the plan to accommodate the required number of fixtures. This will require cutting the slab and installing new piping. This can be tied into the existing service line. In historic areas fire suppression lines will be run in ceiling spaces and walls where feasible. Sidewall heads will be used where possible in areas without ceiling spaces (such as under the balconies.) Where exposing the lines is unavoidable these shall be located in inconspicuous locations where possible but exposed as clearly identifiable contemporary additions where not.

ELECTRICAL

All existing electrical conduits that are within the historic structure in areas to be exposed shall be relocated above historic ceilings or within walls. Replicated historic lighting fixtures may be added in the historic areas especially in the lobby where photographs of these exist and in some of the exhibit rooms. New power will need to be run to the exhibit areas along with data lines to a central server location for exhibit programming. Power and data should also be run to meeting rooms for audio-visual presentation equipment. New power and lighting will be run to all restaurant, bar and kitchen areas as required. Lighting in these areas should be clearly contemporary so as not to be confused with the historic areas. The fire alarm system will need to be upgraded or replaced to cover the entire facility and tie into the sprinkler system.

DEVELOPMENT BUDGET

CONSTRUCTION BUDGET

Resolution No. 07-326 requires that the Amador Museum Foundation raise capital funds for the renovation of the building for a museum and that it assist the city with operating it. The city is to provide staff for operations and on-going building maintenance with the foundation assisting with operating funds for exhibit maintenance etc. Since in the proposed scheme the museum occupies only part of the project, it is possible that the resolution would need to be renegotiated, depending upon the mutual responsibilities of each entity for operations , capital funds, and the allocation of revenues from the leased functions—the events spaces, the restaurant / bar and the offices. The project budget has been developed assuming that development costs may be split between the Amador Museum Foundation and the City of Las Cruces, although no recommendation on the proportion from each entity is being recommended. The other contributor to the capital improvements will be the restaurant operator, who would be responsible for tenant finish costs (including HVAC and electrical distribution within the restaurant / bar areas) and equipment (such as kitchen equipment, furnishings etc). An assumption is being made for these costs based on a typical split for commercial property development but the exact proportions would be negotiated.

CONSTRUCTION COSTS

A combination of the following techniques has been used to assess the likely construction costs for the project:

- Quantity take-offs for some elements in renovated areas and site work
- Order of magnitude allowances for some elements where not enough detail is known
- Costs per square foot of floor area for new construction and renovated areas.

Unit costs are derived from a number of sources, including *R. S. Means Building Construction Cost Data, 2009 edition*, estimates from recent projects completed by Kells+ Craig Architects, City of Albuqerque *"City Engineer's Unit Price List for Contract Items 2009"* and bid results for recent projects. The construction budget has been developed as a range and includes a number of contingencies. The range is what can reasonably be anticipated but could be wider if significantly different conditions are encountered when more detailed design and investigation are undertaken. The range is necessary for the following reasons:

- Renovation costs cannot be accurately determined due to unknown conditions of the historic structure under the existing wall and ceiling finishes.
- The extent of structural upgrades for code compliance cannot be determined without detailed structural analysis and design, and negotiations with code officials and the SHPO.
- Utility extension and upgrade costs cannot be accurately estimated until there is more information about the condition of existing utilities, and the utility loads imposed by the development.
- A site topographic survey prepared by a professional surveyor is required along with a site grading and drainage plan.
- Geo-technical test results are not available and no hazardous materials assessment has been done. The results of all of these could significantly affect the cost of the project.
- Construction costs have varied widely in the last 5 years, rising steeply from 2004 to 2007 and declining sharply at the end of 2008 through 2009. Since the schedule of development is not known and the long-term trend in construction costs is uncertain, prices have generally been based on those prior to the recent decline and assume an average of 3.5% escalation per year. An escalation amount has been included for three years.

A more detailed spreadsheet of costs is included in the appendix.

OTHER PROJECT COSTS

Project costs include those typically outside of the construction contract, such as the museum exhibit cost, furnishings, construction contingency (for unknown conditions and changes during construction) and soft costs, such as professional fees and surveys. A detailed explanation of exhibit costs follows this section.

CITY OF LAS CRUCES /AMADOR FOUNDATION COSTS

Item	*Description*		*Low*			*High*
SITE WORK			**$ 327,202**			**$ 376,788**
HISTORIC STRUCTURE RENOVATION & RESTORATION			**$ 1,064,935**			**$ 2,002,267**
1970s ADDITION RENOVATIONS (stair/elevator support areas)			**$ 877,875**			**$ 953,075**
RESTAURANT/BAR/ ADDITION (shell only)			**$ 715,830**			**$ 855,550**
	Building (Shell only - Tenant Improv. by op	$ 675,000		175	$ 787,500	
	Patio	$ 40,830		50	$ 68,050	
Subtotal Construction			**$ 2,985,843**			**$ 4,187,680**
Contingency for scope change			$ 298,584			$ 418,768
General Conditions			262,754			368,516
O&P			212,831			298,498
Bond			75,200			105,469
Subtotal			3,835,213			5,378,930
NMGRT			$ 285,244			$ 400,058
Total Construction			**$ 4,120,457**			**$ 5,778,988**
Construction Contingency (for Change Orders etc)			**$ 618,069**			**$ 866,848**
FURNISHINGS & EQUIPMENT			**$ 706,800**			**$ 887,500**
Exhibits		$ 646,800.00		646800	$ 787,500.00	
Events Furnishings/Equipment		$ 60,000.00			$ 100,000	
Escalation 3.5% for 3 years			**$ 571,759**	/year=		**$ 791,000**
Total Construction, FF&E, and Escalation			**$ 6,017,085**			**$ 8,324,337**
FEES, HAZARDOUS MATERIALS, MISC. EXPENSES			**$ 1,048,545**			**$ 1,450,415**
Professional A/E fees (including Survey, soils tests)		$ 722,050			$ 998,920	
Exhibit Design Fees		$ 253,546		$ 253,546	$ 253,546	
Hazardous materials survey		$ 4,500		$ 4,500	$ 4,500	
Hazardous Materials Removal Allowance		$ 25,000		$ 150,000	$ 150,000	
Utility Expansion/development fees		$ 13,449		$ 13,449	$ 13,449	
Printing/reproduction/reimbursable expenses		$ 30,000		$ 30,000	$ 30,000	
TOTAL CITY OF LAS CRUCES/AMF PROJECT COST			**$ 7,065,630**			**$ 9,774,752**

RESTAURANT OPERATOR COSTS

Item	*Description*	*Low*		*High*
FINISH-OUT OF RESTAURANT		**$ 669,714**		**$ 830,394**
General Conditions		38,172		49,834
O&P		30,919		40,366
Bond		10,925		14,262
Subtotal		80,016		104,462
NMGRT		$ 61,712		$ 77,299
Total Construction Restaurant Operator		**$ 698,895**		**$ 909,148**
CONTINGENCY, FEES AND ESCALATION				
Construction Contingency (for Change Orders etc)		$ 104,834		$ 136,372
Escalation		84,392	/year=	109,780
Professional fees		$ 71,050		$ 92,424
TOTAL RESTAURANT OPERATOR PROJECT COSTS		**$ 959,170**		**$ 1,247,724**

TOTAL PROJECT COST RANGE (INCLUDING EXHIBITS): $8,000,000 - $11,000,000

EXHIBIT BUDGET

There is no typical exhibition cost. Exhibit and multimedia production costs vary widely, from around $200 per square foot for a simple display of labeled objects in cases to more than $1,000 per square foot for an exhibit rich in high-quality expensive exhibitory such as dioramas, immersion environments, interactive media, and audiovisual and electronic media. As per the vision outlined in this report, which is high in multimedia and low in artifacts, and because of the scale of the project, we feel an appropriate budget for production costs would be $550 per square foot for the five exhibition rooms in the Amador Hotel.

For projects of this scale we expect that the design team members will spend about 1/4 of their time on the Amador Project in Phase 1. We multiply these hours by estimated hourly rates to determine fees. Part of the work for this first phase will be to establish a firm exhibit and multimedia production budget. The fees for Phase I for a project of this scale usually amount to approximately 7% of the production budget.

For the Design Development and Contract Documents phases (Phase II), fees are often calculated as a percentage of the exhibit and media production budget. The fee for this size project is typically 18% of the exhibit and multimedia production budget. It includes all subcontractor fees, but not reimbursable expenses.

For the Construction Administration Phase (Phase III), fees are often calculated as a percentage of the exhibit and multimedia production budget. This fee is usually 10% of the exhibit production budget. It includes all subcontractor fees, but not reimbursable expenses.

For reimbursable expenses, such as for copies, travel and overhead, we recommend a not-to-exceed budget: 10%-12% of the total fee.

PRODUCTION BUDGET = $646,800

Production includes exhibit and graphic fabrication as well as multimedia production.

Welcome Room = 175 square feet (sf)

Orientation Room = 305 sf

Amadors, Campbells & Their Hotel = 246 sf

If Walls Could Talk = 225 sf

The Memory Bank = 225 sf

Total Square Feet = 1176 sf

1176 square feet X $550 = $646,800

EXHIBIT DESIGN FEES = $253,546

Design fees include work to conceive the initial design of the exhibition, to create fundraising renderings, to draw schematic floorplans of exhibit elements in CAD, to create graphic design layouts, to research content and write exhibit text, to detail exhibits for production, and to supervise fabrication and multimedia production.

Fees = 35%($646,800) = $226,380

Expenses = 12%(226,380) = $27,166

See page III.31 for A/E design fees for the building.

TOTAL EXHIBIT BUDGET = $900,346

MARKET PROFILE

This section of the report reviews and analyzes the market profile for The Amador, looks at attendance figures of New Mexico history museums, and suggests successful models of historic hotels, restaurants and event centers, although no one entity is precisely the same as what is being proposed for The Amador. Operating challenges facing the Amador, and a projected operations budget are also a major portion of this section.

INTRODUCTION

In the 1960s Downtown Las Cruces was subjected to the trend of the time when retailers and other businesses began to move to the suburbs, leaving many downtowns without the products and services that brought people into the heart of the city. Like many other cities, the city fathers of Las Cruces, in an effort to create a downtown mall, closed off city streets and made the surrounding streets one-way encircling the mall.

While the Downtown Mall attracted a considerable number of residents and tourists on Wednesday and Saturday mornings for the produce and arts and crafts markets, or special event weekends such as the Whole Enchilada Fiesta weekend, much of what took place in downtown happened between the hours of 8 am and 5 pm six days a week. It was the lack of business and the changing times that caused The Amador to close, be sold to a local bank, and then later to the county for offices.

In 2006, the city undertook serious revitalization efforts when it formed the Las Cruces Metropolitan Redevelopment Area (MRA). In the ensuing years, the Rio Grande Theater has been renovated to a state-of-the-art performing arts center; the new Federal courthouse is under construction; a new city hall is almost complete; development of a cultural corridor is taking shape; a Bed & Breakfast recently opened; and development of condos and restaurants promises to turn downtown into a more lively and dynamic area. When Main Street reopens, the mall effect will no longer be a factor in the success of Downtown Las Cruces. The shops and activity on Main Street will return; Main Street will be more accessible, and additional changes will take place. Integral to this development will be The Amador.

MARKET PROFILE OF THE AMADOR

Primary and Secondary Resident Market

The Primary Resident Market Area for this study is considered to be within the city limits of Las Cruces. The population is estimated at 91,294 in 2007, while more recent figures have the population for 2008 at 91,865. It should be noted that approximately 13,000 people reside within a four-minute drive of Downtown Las Cruces, and 4,000 people are employed by businesses within the same drive time.

The Secondary Market Area for this study is considered to be Doña Ana County residents living beyond the city limits of Las Cruces, comprising a population of 109,738. The total Metropolitan Statistical Area (MSA) records the population to be 194,181 in 2007. The Bureau of Business & Economic Research (BBER/UNM) at the University of New Mexico projects Las Cruces population to be 237,241 by 2015.

AGE PROFILE

The Amador is expected to appeal to residents and tourist for its historical significance and amenities. It is believed that the museum will have a particular allure for families, grandparents, and middle-age boomers whose families and relatives visited or were in some way impacted by the former Amador Hotel and the people who oversaw its operation. The following information and chart are meant to give readers a sense of potential attendance and local interest in the new Amador.

AGE PROFILE OF PRIMARY AND SECONDARY MARKET 2008

Age Level	Est. Pop. (Percentage) Primary Market/Las Cruces City Total: 91,294		Est. Pop. (Percentage) Secondary Market/Doña Ana County Total: 194,181	
10 - 14	6,512	7.1	14,780	7.6
15 - 19	7,594	8.3	16,725	6.6
20 - 24	10,560	11.6	18,956	9.6
25 - 34	13,897	15.2	27,592	14.2
35 - 44	11,296	12.4	23,835	12.3
45 - 54	10,341	11.3	23,412	12.1
55 – 64	7,051	7.7	16,740	8.6
65 - 74	5,728	6.3	11,660	6.1
75 - 84	4,547	5.0	8,297	4.3

SOURCE: 2008 American Community Survey. Ages 1-9 and 85 + are not included.

HOUSEHOLDS AND HOUSEHOLD INCOME

An analysis of households and household income will be another factor in examining the primary and secondary market area as people begin to study local support for The Amador. Reviewing the size of households and their financial make-up can indicate the number of people who will visit the proposed museum, and enjoy the restaurant and event center. In 2008, the number of households in the overall Primary Resident Market reached 35,209, with 68,164 households in all of Doña Ana County. The following chart identifies the percentage of households in the primary and secondary markets, the type of family household, and the income level of residents.

People with disposable incomes are associated with museum visitation and with extended leisure time and activities. However, due to the uniqueness of The Amador, attendance at the museum may go beyond that of a history or general museum and fall into the category of attraction, drawing a cross section of ages, incomes, and educational backgrounds.

ESTIMATED HOUSEHOLD INCOME OF RESIDENTS IN PRIMARY/SECONDARY MARKET 2008

	Primary Market/Las Cruces City Total Households 35,208			Secondary Market/Doña Ana Co Total Households 68,164		
	Families	Non-family	Married Couples	Families	Non-family	Married Couples
Total	**21,436**	**13,773**	**14,581**	**47,656**	**20,508**	**34.621**
Less that $10,000	8.4	19.8	1.3	8.5	2.8	21.4
$10,000 - $14,999	6.0	13.8	3.3	8.0	6.2	14.1
$15,000 - $24,999	13.4	20.2	8.3	15.7	13.3	19.8
$25,000 - $34,999	10.9	13.9	10.4	12.2	11.5	13.7
$35,000 - $49,999	18.1	13.8	21.0	17.0	18.7	14.1
$50,000 - $74,999	19.5	10.6	24.0	17.3	20.3	9.4
$75,000- $99,999	11.1	4.7	14.8	9.7	12.0	4.0
$100,000 - $149,000	8.8	2.7	11.8	8.4	11.0	2.7
$150,000 or more	3.7	0.4	5.2	3.3	4.2	0.8
Median Household Income	$43,813	$22,389		$39,453	$21,978	
Average Household Size	2.52			2.77		
Average Family Size	3.14			3.31		

SOURCE: 2008 American Community Survey

POTENTIAL IMPLICATIONS OF RESIDENT MARKET

The population and household income of the Primary and Secondary Resident Market Areas need to be studied further to determine if there is a substantial local market capable of supporting activities at The Amador. One additional indicator is the educational attainment level of residents. The percentage of high school graduates in the primary market of Las Cruces is 81.6%, those with a college degree or higher is 29.8%. Percentage of high school graduates in all of Doña Ana County is 74.2%, those with a bachelor's degree or higher is 24.6%.

LAS CRUCES TOURIST MARKET

While the residents of Las Cruces and Doña Ana County will have an enormous impact on the success of The Amador, it will be visitors and tourists to the area that could equally influence its success. It has been said that the vision for Downtown Las Cruces is that it "functions" as a regional center. Not only will customers be employees of downtown businesses and residents of adjacent neighborhoods, but residents throughout the Mesilla Valley and tourists will add to those that regularly patronize the restaurant, event center and museum.

VISITOR MARKET OVERVIEW FOR SOUTHWEST NEW MEXICO

Tourism is a major component of the New Mexico economy. An estimated 11.5 million people visited New Mexico during FY 2007 of which 6.4 million were leisure visitors and 1.4 million were on a business trip, according to BBER/UNM. The top three visitor destinations were Albuquerque (4.7M), Santa Fe (1.4M), and Doña Ana County (1.2M). The top five states of origin were New Mexico, Texas, Colorado, Arizona and California. The average travel party spent $1,192 during their visit. It should be noted that of the 7.8 million visitors, who spent the night in New Mexico, 6.4 million drove to their destination.

Other characteristics of New Mexico visitors include:

- The average overnight traveler spent 5.3 nights in New Mexico.
- The average head of household is 47.6 years of age.
- The median household income is $56,667.
- Sixty-six percent are married.

Further studies by Research & Polling for the Las Cruces Convention and Visitors Bureau indicate that a majority of the people (61%) they interviewed were returning visitors, and half (51%) said that Las Cruces was their only destination for their trip. One-third (32%) visited the state six or more times in the past five years. On average, repeat visitors made approximately ten trips to Las Cruces in the past five years, according to Research & Polling. Many people (56%) were visiting family and friends and listed Old Mesilla as their top activity while in the area.

With a 14.9 percent growth in population projected by BBER/UNM, a strengthing economy, a strong promotional campaign before, during and after the opening of The Amador, excellent amenities and southwest hospitality, the Amador should find success among tourists.

MUSEUMS/FOR-PROFIT PARTNERSHIPS

The proposed Amador facility—museum, event space, restaurant and non-profit office space—is outside the norm of a regular museum facility and is unique to most for-profit hotels and restaurants. The following facilities, while not fully corresponding to the proposed space for The Amador, provide the city and foundation with information on a few successful venues.

GAYLORD BUILDING
Lockport, IL

More than 150 years ago, the Gaylord Building in Lockport, Illinois played a major role in the creation of the Illinois & Michigan Canal, the final link in America's great waterway system of the 19th century. One of the oldest industrial buildings in the I&M Canal National Heritage Corridor, the Gaylord Building is a model of adaptive reuse. Visitors to the Building can explore exhibits on the history of the canal, enjoy a meal in the Public Landing Restaurant, and take a relaxing stroll along the scenic canal trail, or linger in nearby antique shops. The Canal Corridor Association manages the Gaylord Building, a National Trust Historic Site.

Facilities

Exhibit Galleries

The Gaylord Building features a range of exhibits on the history of the canal: the people who built it, the towns that prospered along it, and the landscape that was shaped by it. On the ground floor is the permanent exhibit Illinois Passage: Connecting the Continent, which examines the impact of the Canal on the development of northeastern Illinois. Blending artifacts, historic photos and an engaging interpretive text, the exhibit provides visitors with an introduction to the role the I&M Canal played in shaping Illinois' destiny.

Restaurant

Public Landing Restaurant features regional American cooking. The banquet facility can accommodate up to 150 guests and is available for private and corporate events.

Friends of the Gaylord Building is the membership organization and provides financial and volunteer support. Individual membership is $35; family membership is $50 annually.

Museum Attendance: 50,000

GADSBY'S TAVERN
Alexandria, VA

Gadsby's Tavern Museum consists of two buildings, a ca. 1785 tavern and the 1792 City Hotel. The buildings are named for Englishman John Gadsby who operated them from 1796 to 1808. His establishments were at the center of political, business, and social life in early Alexandria. The tavern was also the setting for theatrical and musical performances. The goal of the Tavern today is to play a dynamic role in the social, economic, and educational life of Alexandria.

Facilities

Museum

The Gadsby's Tavern Museum houses artifacts, decorative arts and furnishings of the 18th and early 19th century. Staff and volunteers offer tavern tours to 18th century Balls.

Tavern and Event Space

The Tavern provided 18th century travelers with rest, food, drink and the latest news. It was a place to make business deals and to hold political discussions. Today its semi-private and private dining rooms, courtyard and adjacent ballrooms are available for receptions, corporate functions, family gatherings, and other special occasions.

The Ballroom (22x38) seats 72 guests for dinner and 100 for a standing reception.

The Assembly Room seats 40 guests for dinner and 80 for a standing reception.

Museum Store

The museum store carries items produced exclusively for the museum that feature Gadsby's Tavern and historic Alexandria as well as a large selection of colonial literature.

Gadsby's Tavern Museum Society is an all-volunteer non-profit organization supporting the Gadsby's Tavern Museum. Individual membership is $20; family membership is $30 annually.

Museum Attendance: 24,500

FRAUNCES TAVERN

New York City, NY

The Tavern was built in 1719 as a residence for the merchant Stephan Delancey and his family. In 1762, the home was purchased by tavern-keeper Samuel Fraunces, who turned it into one of the most popular taverns of the day. Best known as the site where Washington gave his farewell address to the officers of the Continental Army in 1783, the tavern also played a significant role in pre-Revolutionary activities. When New York was the nation's first capital, the tavern housed the offices of the Departments of War, Treasury and Foreign Affairs.

Facilities

Museum

Fraunces Tavern Museum's collection is comprised of artifacts, paintings, drawings and documents related to the colonial, revolutionary, and early federal periods of American history. The Sons of the Revolution in the State of New York have collected objects relating to the Revolutionary period since their founding in 1876. They purchased and restored Fraunces Tavern in 1904 and opened it as a museum in 1907.

Tavern and *Event Space*

There are five dining rooms and a lounge within the Tavern. The Tavern Museum offers a dramatic and historical setting ideal for cocktail receptions, business meetings, and various special events.

Sons of the Revolution is the membership organization of the Fraunces Tavern Museum. Membership is $40 annually.

Museum Attendance: 17,500

MISSION INN

Riverside, CA

The history of the Mission Inn, a National Historic Landmark Hotel, encompasses more than a century of California life. It began as a modest 12-room adobe boarding house and now fills an entire block in downtown Riverside. Throughout the site, visitors are able to view paintings, sculpture and furnishings from the Mission Inn collections. In the late 1800s wealthy easterners and Europeans flocked to Riverside in search of a warmer winter climate and to invest in the area's profitable citrus industry. By the 1890s Riverside was the richest city per capita in the United States.

Facilities

Museum

Located in the Mission Inn, the museum features permanent exhibits from the Mission Inn collection, as well as frequent temporary exhibits. The collections include stained glass, architecture, textiles, furniture, decorative arts, and paintings. The Mission Inn Foundation was incorporated in 1976 to assist in the preservation and restoration of the Inn. Today its has the unique role of operating a non-profit museum within an operating for-profit hotel.

Restaurant and Event Space

The restaurant and event spaces are similar in nature to that of a for-profit hotel and resort.

Museum Store

The Mission Inn Foundation operates the museum Store with all proceeds going to support the educational activities of the Mission Inn Foundation.

Mission Inn Foundation is the membership organization of the museum. Individual membership is $25; family membership is $40 annually.

Museum Attendance: 45,500

BOULDER CITY/HOOVER DAM MUSEUM

Boulder City, NV

Boulder City/Hoover Dam Museum is located in the Historic Boulder Dam Hotel and operated by the Boulder Dam Museum and Historical Association. The museum tells the story of the Boulder Canyon Project and of those who helped to build Hoover Dam and Boulder City.

Facilities

Museum

The museum's three-dimensional, interactive displays and exhibits describe the great social and economic forces surrounding the Depression and the thousands of unemployed citizens who move to the Nevada desert seeking employment with the Boulder Canyon Project. Photographs, artifacts, oral histories, and the sounds of Hoover Dam construction provide a sense of the complexity, danger, and immense scale of the construction project, as well as a picture of ordinary life in an extraordinary time and place.

Restaurant and Event Space

The Boulder Dam Hotel is a boutique-style hotel located in the historic district of Boulder City, minutes from Las Vegas. The historic building has been recently remodeled and has preserved the classic architecture style of the 1920s and 30s. The hotel features on-site dining, a museum, shopping, catering, and event space for individual dining to family gatherings and corporate events.

Historical Association membership is $20 annually.

Museum Attendance: 16,000

OPERATING CHALLENGES

The success of most museums and for-profit businesses is reflected in the understanding of their markets and the products and services they offer those markets. Numerous other factors including market size, location, quality of the consumer experience, marketing, and price will affect customer support.

TARGET AUDIENCES

The variety of Amador amenities will attract a diversity of audiences—families, young professionals, school groups, tourists, group tours, history buffs, and the like. Capturing their awareness will be important for the Museum, for the Event Center, and for Downtown Las Cruces. Due to the uniqueness of The Amador and the museum's subject matter, it will be important for each to reach out to demographic groups not typically associated with museum-going activities, but which would be attracted to The Amador.

Not only will promotion draw people to The Amador, but also the experience they have viewing the exhibition, the variety of merchandise in the gift shop, the quality of restaurant fare, and the amenities of the Event Center. While economic and visitor studies are not available for the profiled facilities listed previously, what information is available indicates that visitation patterns differ considerably among the profiled venues.

Implications for The Amador

An important base of support for any museum, attraction, or restaurant is the local population. An aggressive marketing campaign, a quality visitor experience, and competitive pricing will determine the number of customers and visitors to The Amador. It is expected that during the first year of operation, The Amador will be visited at a high rate due to local excitement about the project, an aggressive local and regional promotional campaign, and an active marketing partnerships with Downtown Las Cruces. The ability of the Las Cruces Convention and Visitors Bureau to include The Amador on "suggested tours" of Las Cruces, participation in the group tour and sports

markets will be important. Once the Museum, Event Center, and restaurant are open to the public, Las Cruces will have an exciting, unique, even iconic destination to add to the list of things for visitors to do and see while in the area.

ADMISSION AND MEMBERSHIP

Museums that charge admission set the price to maximize revenue and count on admission fees to support the budget. It is assumed that there will be no admission fee for the Amador Museum, since other city museums do not charge for admission. The costs for renting the Event Center and leasing office space will help support the Museum's budget. However, the foundation will need to be entrepreneurial and devise additional ways to underwrite the costs associated with running the Museum. The restaurant owner will handle restaurant costs and income.

Implications for the Amador Museum Foundation

Offering residents and visitors the opportunity to purchase memberships will be a good strategy to add to the museum's revenue and a way for the community to support the organization. Membership in the Friends of the Amador should be studied before any commitment is made to move ahead with a Friends organization. The price of individual memberships should be reflective of museum memberships in New Mexico.

As the foundation considers membership in the museum, board members might want to consider an enhanced membership package that would afford high-end level members unique benefits. In cooperation with the Event Center and/or the restaurant, individual/family members and business members who contribute at a high-end level would have one time complimentary use of the Event Center, or receive a complimentary dinner at the restaurant, or one time complimentary use of a conference room. These are merely suggestions. These or other ideas would need to be worked out in partnership with the Event Center, restaurant, etc.

EXHIBITION AND GIFT SHOP

Exhibits, Focus and Visitor Product

Exhibits at the profiled museums are diverse in size, collection, exhibitions, programming, events, interactivity, and visitor experience. Each venue has put great emphasis on their particular story, and tells their story through collections, memorabilia, advertising, and merchandising items.

Gift Shop

Gift shops perform very well at specialty museums as they carry a variety of merchandise specific to the theme of the museum, and merchandise that appeals to visitors of all ages. Lower priced items can sell well among schoolchildren, with the more unusual items selling best among adults. The gift shops at the Taverns do well, while the others break even.

MARKETING

Marketing can have a significant impact on museum attendance, funding, and membership sales. At non-profit organizations however, marketing funds are often scarce. Small museums rely on the cross-promotion activities of their local visitors bureau, state tourism agencies, and free or donated advertising. Most make use of numerous modes of marketing including brochures, the Internet, the media, and other advertising channels. In the age of social marketing, some museums have My Space and Facebook sites and invite visitors to their sites for comment and for sharing information.

Implications for The Amador Museum

The Amador Museum should not be a hard sell to local residents and tourists; however it will require collaborative marketing efforts with the Convention and Visitors Bureau and Downtown Las Cruces. Skillful use of the area's tourism marketing budget as well as an emphasis on collaborative promotion and publicity will be necessary for implementation of a successful marketing effort.

The museum is within a day's trip of 1.2 million visitors, and many early visitors will be regional day-trippers. Other museum attendees will be visiting friends and relatives in the area. Travel-

ers passing through the area will be important visitor prospects, and marketing to them must be ubiquitous at key tourist information sites, on the web, and through highway signage. Key factors in the museum's success will be the development and implementation of a strong marketing campaign prior to opening, and cross-promotional opportunities with Downtown Las Cruces, the CVB, Event Center and restaurant.

OPERATIONAL CONSIDERATIONS

A multi-purpose, joint-use facility inherently has the potential for scheduling and administrative control conflicts. The plan addresses these concerns by providing separate lockable entries for each of its primary uses - the events space, the interpretive exhibit area, the offices, the restaurant, and the gift shop. These entrances will allow any one of the spaces to be accessible when the other is closed. Likewise, interior circulation allows any one of them access to toilets and other required common spaces. Possible conflicts with private or restricted events in the main lobby can be addressed by establishing time slots in which events can be scheduled outside of the regular exhibit and office hours. There may be occasions where museum patrons will need to access toilets, for instance, through the outside entrance to the restaurant, rather than through the lobby. Office tenants and visitors would have access to the new toilet to be constructed at the second floor as part of the elevator/stair addition. This addition also allows for access from the exterior without passing through the first floor lobby.

GOVERNANCE, FUNDING, AND THE OPERATIONAL AGREEMENT BETWEEN THE CITY OF LAS CRUCES AND THE AMADOR MUSEUM FOUNDATION

The management and operations of the new Amador building are based on information available at this time to the Kells + Craig project team. However, as further planning of the project is considered, operations listed below will need to be refined and budgets confirmed. Based on the current agreement (City of Las Cruces Resolution # 07-326,) between the city and the foundation, the consultants are suggesting two options under which the Amador building might operate under a public/private partnership.

1) The 2007 agreement between the city and the foundation continues as originally written, and the foundation remains responsible for the rehabilitation of the Amador Hotel and planning and implementation of an exhibition on the history of The Amador. The Amador Museum staff is employed by the city, as is the Amador Event Center staff. A separate lease agreement is contracted with a café/restaurant operator/developer. The city is responsible for all leases, including second floor offices, and remains the fiscal agent for the foundation.

   Ongoing Foundation expenses would include a percentage of operating expenses for the museum facility, gift shop merchandise, additional fund raising and marketing activities, and the gift shop manager salary.

   Foundation sources of revenue for ongoing operations would include museum donations, membership fees, and gift shop sales.

2) The 2007 agreement is revised and assigns both the city and the foundation equal responsibility for the rehabilitation of the Amador, with the foundation taking the lead as fundraiser, since, as a 501(c)3 entity, it can apply for federal funds beyond that of the city. The Amador Museum staff is employed by the foundation, and the city and foundation come to an agreement on Event Center management. A lease agreement is contracted with a café/restaurant operator/developer, agreed to by the city and the foundation. The city is responsible for all leases, including second floor offices, and remains the fiscal agent for the foundation. The city and foundation agree to specific rules and regulations for lessees.

   Ongoing foundation expenses would include a percentage of operating expenses for the museum facility, gift shop merchandise, additional fund raising and marketing activities, and site manager and gift shop manager salaries.

Foundation sources of revenue for ongoing operations would include a percentage of lease income, museum donations, membership fees, and gift shop sales.

Actual annual income for the city will be determined by the level of rent per square foot charged to the restaurant and to those renting office space. Other sources of income will be determined by the cost of event space rental. It is assumed that admission to the museum is free. Annual expenses to the city should be offset by revenue from the leases.

At the October board meeting of the foundation, members recommended the foundation and city pursue Option 2.

Ongoing Sources of Funding

It is rare for museums to be self-sustaining through earned revenue. While detailed budgets are not available for the profiled facilities, generally non-earned and contributed revenues comprise up to 50% percent of total revenue. The museums profiled are funded through a number of key sources, including earned revenues such as admission, gift shop sales, and memberships. Unearned revenue sources include contributions from individuals, foundations, and companies.

Budget

Budget expenditures are a function of the size of the facility, number of employees, exhibits and programs offered, and level of funding. Typically, personnel costs are the highest expense category, often comprising more than 60 percent of operating costs. Since the museums profiled are fully operating museums, their operating budgets were not researched. Once the exhibition is complete and installed, costs for operating the exhibition will involve maintenance, periodic exhibition updating, and maintenance of the media and interactivity devices.

Employment

Employment is a function of museum size, programs, exhibits, marketing efforts, and auxiliary activities. museums with static exhibits usually have fewer employees. Those with public programming and interpretive focus employ more staff. The consultants expect that the museum will require a site manager and a gift shop manager full-time, and an exhibit technician and a volunteer coordinator part-time.

As mentioned above, personnel salaries and benefits are usually the most expensive budget item. museums have had much success minimizing personnel costs by relying on volunteers, where appropriate. Small museums are particularly dependent on a strong core of volunteers for the help they provide staffing the information desk, programming activities, operations, gift shop, and, in some cases, maintenance. The money saved through the help of volunteers can be a determining factor in the financial health of a museum. The final scope of the exhibition and of programming will help determine the personnel positions and the number of volunteers needed to run a successful museum.

Capital Investment

Launching the museum with adequate capital investment is necessary to it becoming a visitor destination. Proper capital investment includes not only construction and exhibit costs, but also funds for organization development, opening marketing and operating, and operating reserve funds.

ATTENDANCE AT NEW MEXICO HISTORY MUSEUMS

Municipality	Population	Museum	Attendance	Admission
Alamogordo	35,234	Alamogordo History Museum	6,000	Free
		New Mexico Museum of Space History	106,864	Paid
Albuquerque	505,578	Albuquerque Museum	150,000	Paid
		NM Museum of Natural History & Science	246,974	Paid
Deming	14,116	Luna Mimbres Museum	21,000	Paid
Las Cruces	91,294	NM Farm & Ranch Heritage Museum	30,000 est.	Paid
		Branigan Cultural Center	79,000 est.	Free
Los Alamos	11,090	Los Alamos Historical Museum	34,700	Free
		Bradbury Science Museum	89,327	Free
Roswell	46,280	Roswell Museum and Art Center	31,299	Free
Truth or Consequences	7,289	Geronimo Springs Museum	7,100	Paid
Santa Fe	65,163	New Mexico History Museum	100,000	Paid
		Museum of International Folk Art	85,000	Paid
Silver City	10,545	Silver City Museum	15,987	Paid
El Paso, Texas	592,627	El Paso Museum of History	36,500	Free
		El Paso Museum of Art	100,000 est.	Free

PROJECTED MUSEUM OPERATIONS

This section provides an analysis of operating factors and economic potential of The Amador. Operating assumptions listed here are based on the market potential identified for the project and research on operations and development that would be associated with the museum at The Amador. Operating assumptions for management of the event center and the restaurant are beyond the scope of work contracted under this study and will need further evaluation by a consultant with expertise in event management and restaurant operations. This analysis will require refinement as the project moves forward and ownership, corporate partnerships, and facility amenities are determined.

OPERATING AND REVENUE ASSUMPTIONS

Operating assumptions for The Amador Museum used in this analysis are typical for small museums nationally.

a. The consultant's are working under the assumption that Resolution No. 07-326 remains intact and the Amador Museum Foundation is responsible for *"providing funding for the restoration and repair of all Amador property features, expansions, and renovations . . . "* and the *"city will administer operations . . . and be responsible for operating expenses, routine maintenance" utilities and minor operations*.

b. The proposed square footage of the galleries, gift shop, and museum office space is approximately 4,000 sq. ft.

c. The museum is expected to develop an excellent reputation with a strong staff and/or volunteer organization, and have a broad base of community support.

d. The museum will develop and implement an aggressive marketing program to achieve and maintain attendance and continually attract new visitors. The museum will be free, similar to other city museums.

e. There will be marked directions from local roads to The Amador and parking will be available for visitors.

f. The museum's infrastructure—exhibits, mechanical equipment and support systems—will be well maintained to minimize insurance risks and unexpected repair and maintenance expenditures. The exhibits will receive ongoing maintenance to ensure excellent condition. Maintained exhibits are essential to customer satisfaction and repeat local visitation.

g. At this time it is unknown as to the days and hours when the museum will be open to the public.

h. The museum will be part of a multi-use facility. Traffic patterns and operating procedures that allow access to the museum during daytime events has yet to be resolved.

FINANCIAL PRO FORMA

This section of the report assesses the financial feasibility of the museum, and provides information for the development and planning process. As project planning moves forward, project timing, operations and financial projections will need to be refined.

The financial pro forma analysis is based on 2008 prices. Current economic conditions, actual revenues and expenses for 2012 would more than likely increase, and are not projected in this analysis.

OPERATING REVENUES

A financial plan needs to be developed to ensure fiscal stability for the museum. It is assumed that the museum foundation will derive its earned revenues mainly from memberships, gift shop sales, and facility use. It will continue to seek community support and contributions. The museum will be free to visitors, similar to the other museums operated by the City of Las Cruces.

Following is a review of the revenue potential of the museum. projections are based on

the museum being open to the public from 10 a.m. to 4 p.m., 300 days a year, with an average weekly attendance of 300 visitors or 15,600 annually. The consultants also allowed for potentially higher visitation during the peak travel seasons bringing annual visitation to 20,800.

MEMBERSHIPS

Memberships can be an important revenue source, specifically if there is an admissions charge. The Amador Museum Foundation should consider memberships and determine a few choice benefits for membership. One suggestion would be to offer one free Event Center rental annually for a high-end membership.

It is suggested that 1% to 2% of the museum's attendance will be members in the first year. Based on an annual attendance of 15,600 visitors, it is estimated there will be a minimum of 90 individual memberships at $35 per membership, and 60 family memberships at $45 per membership. In addition, the foundation is encouraged to offer business memberships at a minimum of $500 annually. The actual number of memberships will depend on membership development efforts and the community's response. The following membership revenue table is based on an average and an optimal number of memberships for a history museum in a city the size of Las Cruces:

MEMBERSHIPS ESTIMATES

Est. Number of Memberships vis-à-vis attendance of 15,600		Average Membership Fee	Membership Revenue vis-à-vis attendance of 15,600	
1% or 150	2% or 300		150	300
Individual (90)	Individual (180)	$35	$3,150	$6,300
Family (60)	Family (120)	$45	$2,700	$5,400
Association & Business (15)	Associations & Business (15)	$500	$7,500	$7,500
Total Number of Memberships/Income			**165 / $13,350**	**315 / $19,200**

RETAIL REVENUES

Retail/gift shop sales are an important revenue source of major visitor attractions and museums. Based on Museum Store Association research, visitor spending at a 400 sq.ft. gift shop is estimated to be $2.50 per visitor. Depending on the types of merchandise for sale, the amount of mark up, and using the number of 15,600 visitors annually, the museum could realize up to $39,000 in gross sales. *See the Summary Pro Forma Assumptions Table for a breakdown of revenue options.*

FACILITY RENTALS & SPECIAL EVENTS

Management of the Event Center and allocation of rental fees is yet to be determined. To better understand the potential income from renting event space at The Amador, the consultants suggest a partnership be developed with an event management company and that the foundation receive a percentage of all rental fees. A full facility-use pricing fee would need to be established. *See the Summary Pro Forma Assumptions Table for initial rental fee suggestions.*

CONTRIBUTED REVENUE

In addition to earned revenues, most museums require contributed revenues. Nationwide, virtually all not-for-profit museums receive a substantial share of total operating revenues from contributed sources. The amount of revenues museums receive can vary widely based on their particular circumstances and the aggres-

siveness of the organization. These can include grants from foundations and government for outreach, educational programs, exhibitions, and other museum activities.

Private philanthropic funding is often given for special projects and educational programming. Sometimes "gifts-in-kind" provide essential operating input for an organization. Occasionally, the Friends organizations will sponsor specific staff salaries such as positions in education or marketing. city and county museums receive free building maintenance and repairs, ground maintenance, utilities, property insurance, etc. In the case of The Amador, it is assumed that the city will provide maintenance services and utilities.

SUMMARY PRO FORMA REVENUE ASSUMPTIONS

(Does not include Restaurant / Bar)

	Average Annual Income	Optimal Annual Income
Income Based on Number of Visitors	**15,600**	**20,800**
Assumption: Museum open to public 300 days/year	No admission fee	No admission fee
Gift Shop income based on attendance and square footage	**400 sq. ft.**	**400 sq. ft**
Gross Retail Sales $2.50/per capita	$39,000	$52,000
Facility Rental / Event Center	**2000 sq. ft.**	**2000 sq, ft.**
Historic Hotel Lobby $800/3hr	36/yr = $28,800	54/yr = $43,200
Meeting Rooms $100/hr Average $400/week/40 weeks	$16,000	$16,000
Membership: Individual and Family	**1% of attendance**	**2% of attendance**
Estimated Membership Income	$5,850	$11,700
Business Memberships	**15**	**15**
Estimated Business Member Income	$7,500	$7,500
Office Leases	**16**	**16**
5 Offices @ $500/mo	$30,000	
10 Offices @ $500/mo		$60,000
Average Gross Revenue based on attendance and square footage	**$127,150**	**$190,400**

OPERATING PROFILE

It is assumed that The Amador Museum will to be owned by the City of Las Cruces. The museum will require from one to two full time paid staff members, two part time paid staff, and several volunteers depending on the size of the facility and the public programming available to the community. The Site Manager would oversee operations and maintain the fiscal health of the organization. *See Personnel Positions and Salaries table for a complete list of potential personnel.*

When final decisions are made as to the size and operations of the facility, expenses should reflect a tightly managed project with a "bottom line" orientation. Expenses should be compared to other local museum operations. However, for the purpose of this report, expenses should be regarded as a guide for planning only and a means of testing the reasonableness of the museum's operating plan.

PERSONNEL EXPENSES

The following table estimates the staffing requirements for The museum based on facility size and attendance potential. The personnel salaries listed are comparable to museum-level salaries published by the Mountain-Plains Museum Association. Benefits, payroll taxes, health insurance, other insurance, disability and retirement plans are summarized as 28% of employee salaries. It should be noted that these are not recommended salary levels, but rather, they are representative of industry standards.

The personnel positions listed below assume that custodial services, building and ground maintenance, and security will be provided by the City of Las Cruces; general marketing, marketing to the leisure travel market, and to the motor coach industry will be provided by the Las Cruces Convention and Visitors Bureau and Downtown Las Cruces.

NON-PERSONNEL OPERATING EXPENSES

The following items need to be considered as the museum moves forward. These items have not been budgeted due to the uncertainty of the commitment and involvement of the City of Las Cruces and the Las Cruces Convention and Visitors Bureau.

Administration

Professional and outside services include consulting fees, tax preparation and auditing, legal fees, and temporary office services. Office supplies, custodial and building maintenance supplies, tele-

SUGGESTED PERSONNEL POSITIONS AND SALARIES (museum only)

Positions Based on 4,000 Sq. Ft. Facility	Level of Employment	Annual Salaries
Site Manager/Development and Communications Director	FTE	$45,000
Museum Store Manager/Bookkeeper	FTE	$35,000
Volunteer Coordinator/Administrative Assistant	PTE	$25,000
Exhibit Technician	PTE	$20,000
Receptionists/Museum Store Assistants/Cashiers	10-14 Volunteers	NA
Total Salaries		$125,000
Benefits (28%) of Salaries		$35,000
Total Salaries and Benefits		**$155,000**

phone, postage and shipping, equipment rental, travel, dues and subscriptions, insurance, and other costs will need to be estimated.

Gift Shop

A gift shop is assumed to be set-up and operated by The Amador Museum Foundation and include diverse merchandise reflecting the visitor's experiences. Shop operating supplies, utilities and other administrative expenses should be included within the overall museum operating cost line items. Cost of goods sold is assumed at 52 percent of retail sales, based on typical industry results.

Marketing

Depending on who is responsible for marketing the museum, advertising, printing and publications will include the design, production and distribution expenses for advertising and other printed matter including office stationary and letterhead, press release packages, educational kits, tour guides and others. When estimating advertising, printing and publication, costs should be measured based on projected annual total attendance.

Utilities and insurance

It is assumed that the City of Las Cruces will cover the utilities, insurance costs, and the materials and supplies for building and ground maintenance needed to run The Amador. Ideally, utilities for the restaurant would be metered separately and billed directly to the operator, but this may not be feasible given the shared support spaces. Utility costs were based on a range of $1.55–$2.10 /sf /yr for the museum, events spaces, and offices and $3.56 /sf /yr for the restaurant.

CAPITAL RESERVES

A capital reserves fund should be in place to cover major non-recurring expenses for mechanical, electrical and plumbing repairs and maintenance contracts, These costs are expected to be less during the early years of operation due to new construction and extended warranty periods, Capital reserves may also contribute to future changing exhibits and minor building improvements. This reserve can also double as an operating expense contingency fund in emergencies. Contributions to this fund are usually made from surplus net operating income, but can also be funded through other sources including private and corporate sponsorship of new exhibits and programs.

SUMMARY PRO FORMA EXPENSE ASSUMPTIONS
(Includes Restaurant / Bar)

Space	Net Floor Area	Utility Costs	Janitorial	Annual Maintenance	Annual Building Expenses
Event Space	6,289	$11,703	$5,072	$20,729.91	$37,504.83
Museum	1,200	$2,758	$968	$4,829.54	$8,554.77
Gift Shop	415	$868	$335	$1,294.57	$2,497.35
Shared Support	1,203	*	*	*	*
Shared Circulation	765	*	*	*	*
Restaurant/Bar	5,567	$18,663	$4,489	$15,532.09	$38,684.81
Offices	2,925	$5,844	$2,359	$9,681.40	$17,884.15
Totals	**18,364**	**$39,836**	**$14,809**	**$52,067.50**	**$106,712.95**
Total area less shared area	**16,396**				

* Pro-rated cost included in other categories

FUNDING THE PROJECT

Based on the public's recommendation that the future Amador be home to a museum, an event space, a restaurant and gift shop, the consultants researched public and private funding in three categories:

a. Historic preservation for the renovation of the Amador building.

b. Community development.

c. Planning and implementation of a museum quality history exhibition.

Public and private sources of revenue were reviewed for support of ongoing operation and maintenance of the Amador Museum, the Amador Museum Foundation gift shop, and the Amador Event Center. Government granting agencies, private and corporate foundations, government loans, tax credits, and other financial resources were researched for funding opportunities, as were New Mexico foundations supportive of historic preservation, community development, and museum projects. Individuals representing federal, state and city government interests in preservation and rehabilitation of historic properties, community development, and museum projects were contacted.

Based on this research, the consultants concluded that renovation of the Amador Hotel into a small museum, event center, restaurant, and offices for non-profit groups would require development and implementation of a comprehensive financial plan and funding from a variety of sources. The financial plan for the new Amador would include strategies for the following.

a. Creation and implementation of a capital campaign similar to one for a major non-profit institution.

b. Funding through federal, state and local grants, tax incentives, and loans.

c. Funding from the private sector including foundations, corporations, and individuals.

d. Sound business investment opportunities for potential developers.

e. On-going revenue-generating income.

f. On-going communication with local, state and federal legislators, community leaders, foundation and corporate donors, and the media to raise the project's public profile.

g. Development of a Friends of the Amador organization whose purpose will be to help sustain and expand the foundation's financial and volunteer support of the museum.

The financial plan would call for city and foundation efforts to secure funding directly from the state legislature, which the city has indicated would need to be part of the annual city ICIP request. The foundation would pursue grants in which the city is not eligible. The foundation and a specially created fund raising committee would solicit private funds. A professional fund raising consultant would manage the overall funding campaign.

A position statement would be developed to demonstrate how the renovation of The Amador strengthens the activities of downtown redevelopment and creates a new destination for tourists to and residents of Las Cruces and Doña Ana County. The plan would include a detailed timetable, target amount of funding sought from government appropriations, grants, tax credits, business investments, and individual donations. The plan would include a donor recognition program to publicly thank contributors.

It should be noted that a substantial portion of public funding for the Metropolitan Redevelopment Area Plan and the MainStreet initiative has been the result of the efforts of city council, local senators and representatives working on behalf of the projects. The Amador project needs the same kind of energetic and enthusiastic government support.

A list of potential federal and state sources for capital support, and foundation, corporate, and individual support for the museum exhibition and programming follows.

FUNDING

SOURCES OF FUNDING:
HISTORIC PRESERVATION
CITY OF LAS CRUCES, STATE OF NEW MEXICO

1. CAPITAL IMPROVEMENTS PROGRAM (CIP)

Purpose

The City of Las Cruces Capital Improvements Program (CIP) is meant to help enhance the physical and cultural development of the city in implementing the Las Cruces Comprehensive Plan. Through a multi-year schedule of public physical improvements including utilities, public works, facilities and parks, CIP administers approve capital expenditures for acquiring, constructing, upgrading, and rehabilitating the city's built environment.

Funding the Amador Project

City appropriation for the Amador project could be part of the CIP Facilities program in which the museum is a general listing funded at $800,000 in FY10. Any funding for the Amador would need to be prioritized against the museum of Nature and Science, Branigan Cultural Center, and the Museum of Art, each of which requests capital maintenance funding annually. While CIP monies have been approved for other Las Cruces projects up to the year 2012, it is important that the city consider including the Amador project in the next set of funding considerations.

2. METROPOLITAN REDEVELOPMENT PLAN (MRA)

Purpose

The Metropolitan Redevelopment Plan provides tax incentives to encourage redevelopment through the use of public taxation tools. These tools often take the form of tax credits or tax deferrals. By crediting or deferring taxes to be paid on property, income, or sales, governments create incentives for businesses to act on redevelopment opportunities. MRA projects can include land acquisition, demolition, zoning, traffic controls, recreational and community facilities, housing, commercial and industrial facilities, and public transportation.

The authority afforded a city under the Metropolitan Redevelopment Code is wide-reaching, but mainly consist of the ability to use city-owned property or acquire property by purchase, renovation or replacement, which is then leased or sold as new or remodeled property to a qualified developer in response to a request for proposals issued by the city. The city may issue tax-exempt revenue bonds and/or may employ tax increment financing to help fund the redevelopment project.

Funding the Amador Project

The Amador lies within the southern boundaries of the Metropolitan Redevelopment Area at South Water St. and West Amador Ave. and is eligible for MRA funds and tax credits or tax deferrals. Among the tools available to the Amador project and that have been initiated by the Las Cruces Metropolitan Redevelopment Area plan are:

- Public/private partnerships
- Revision of zoning regulations
- Improved services and infrastructure
- Business Improvement District (BID)
- Arts and Entertainment District
- Funding and financial incentives
- Tax Increment Financing (TIF)
- Revenue bond financing
- State/Federal funding opportunities

3. TAX INCREMENT FINANCING (TIF)

Purpose

Tax Increment Financing is created through local government tax assessments. The incremental difference in tax is used to finance built environment improvements within a particular district. New Mexico's tax increment financing is enabled through the Metropolitan Redevelopment Code, Enterprise Zone Act, and the Urban Development Law. The City of Las Cruces uses its TIF funds specifically to fund public infrastructure and parking facilities.

Funding the Amador Project

As mentioned previously, the Amador project will require a variety of funding sources and the city's TIF funds should be considered one of these sources when it comes to parking facilities.

4. NEW MEXICO MAINSTREET PROGRAM

Purpose

The New Mexico MainStreet Program is affiliated with the National Trust Main Street Center, a division of the National Trust for Historic Preservation. In New Mexico, it is a program of the state's Economic Development Department. New Mexico MainStreet works with affiliated downtown organizations to create economically viable business environments, while preserving local and cultural resources. Currently, New Mexico MainStreet is supporting the development of the La Placita Plan—the conversion of a downtown alleyway into an attractive and vibrant outdoor pavilion-style space featuring gardenscapes, public art and spaces for relaxation. Support for La Placita is part of a MainStreet Special Appropriations Funds for FY 2009.

Funding the Amador Project

The rehabilitation of the Amador will help strengthen and improve Downtown Las Cruces and the new economic assets that are developing and coming online every month as part of the city's Metropolitan Redevelopment Area Plan. Tying the preservation and renovation of the Amador Hotel to the city's plan and New Mexico's MainStreet program is critical. The city may want to consider MainStreet funds for the Amador Hotel project similar to the funds appropriated for the historic Clovis Hotel, in Clovis, NM, which received $300,000 in 2009. MainStreet funds for the Amador project, added to other state and federal funding, can be vital to the ongoing revitalization efforts of Downtown Las Cruces, its partnerships, population growth, and business recruitment.

5. PUBLIC/PRIVATE PARTNERSHIP

Purpose

The Amador Hotel project offers a number of opportunities for partnerships between various entities beyond the city and Amador Museum Foundation including management of the Amador Event Center, restaurateurs, students and faculty of New Mexico State University, and members of the non-profit community. Partnerships have the highest potential for redevelopment opportunities and the city can provide incentives through public financing such as the New Mexico Community Development Loan Fund, Small Business Administration, and other agencies.

Funding the Amador Project

The financial arrangement between the city and the foundation (established in 2007 with Resolution 07-326) was created to ensure the foundation fund raising capability based on New Mexico state laws. This arrangement may need revision as the project moves forward. Once the governance and management of the new Amador is determined, a public/private partnership will afford the city and the foundation avenues of new funding possibilities.

SOURCES OF FUNDING:

HISTORIC PRESERVATION

FEDERAL GOVERNMENT

6. COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)

www.hud.gov/offices/cpd/communitydevelopment/programs/entitlement/index.cfm

Purpose

Community Development Block Grants help communities carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. They can be used for funding historic preservation, renovation of public facilities, economic development incentives, and development of micro enterprises. Among the projects eligible for funding are: acquisition of real property, rehabilitation of residential and non-residential structures, construction of public facilities and improvements, assistance to businesses to carry out economic development; and job creation/retention activities.

Funding the Amador Project

Las Cruces is an entitlement city and is eligible for CDBG funds. However, while a portion of Las Cruces funds are available for building improvements the amount is relatively small and generally limited to accessibility improvements. Packaging CDBG funds with preservation monies could be a viable opportunity for the Amador project.

Note: Section 108, the loan guarantee provision of the CDBG program, allows communities to transform a small portion of their CDBG funds into federally guaranteed loans. This provides a source of financing for activities such as: property acquisition, rehabilitation of publicly owned property, housing rehabilitation, economic development activities, and acquisition, construction, reconstruction, or installation of public facilities.

7. PUBLIC WORKS AND ECONOMIC DEVELOPMENT ASSISTANCE (EDA)

www.eda.gov/AboutEDA/Programs.xml

Purpose

Public Works and Economic Development Assistance programs help communities revitalize, expand, and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and support the generation or retention of jobs and investments. The rehabilitation of historic buildings is an eligible activity.

Funding the Amador Project

The city has used various EDA grants for development of the Industrial Park and is in good standing with EDA. The city has no current grants in progress and EDA should be looked at as a potential source of funding for rehabilitating the Amador.

8. COMMUNITY RENEWAL INITIATIVE & URBAN EMPOWERMENT ZONES

www.hud.gov/offices/cpd/economicdevelopment/programs/rc/index.cfm

Purpose

Community Renewal Initiative and Urban Empowerment Zones assist designated communities in realizing their revitalization strategies. The Initiative helps spur private investment in communities that have experienced economic decline by providing tax incentives, grants, loans, and technical assistance. The program provides performance-oriented, flexible Federal grant funding so communities can design local solutions that empower residents to participate in the revitalization of their neighborhoods.

Funding the Amador Project

The city's Local Economic Development Act (LCEDA) mirrors that of the state and allows for incentives to be provided to "a business that is the developer of a metropolitan redevelopment project." Applications for a LCEDA grants go to the state with the city as the pass-through entity.

9. TRANSPORTATION ENHANCEMENT FUNDING

www.fhwa.dot.gov/environment/te/index.htm

Purpose

Transportation Enhancement Funding is available to states through the Federal Highway Administration. In New Mexico it is available through the NMDOT Transportation Equity Act for the 21st Century (TEA-21), and is a source of funding for the purchase of easements on historic properties, rehabilitation of historic buildings, landscaping in historic areas, archeological planning and research, and scenic or historic highway programs.

Funding the Amador Project

According to the Federal Financial Assistance for Historic Preservation website, Transportation Assistance Funding for historical and archeological projects makes transportation enhancement funding one of the largest pools of federal money for historic preservation. TEA-21 could be a perfect opportunity for the Amador, especially since it carries the designation as one of New Mexico's Most Endangered Buildings.

TAX CREDITS: HISTORIC PRESERVATION

Tax credit equity investment can be an extremely valuable part of a historic rehabilitation financing plan. It helps fundraising by leveraging additional revenue for the project.

10. NATIONAL TRUST COMMUNITY INVESTMENT CORPORATION (NTCIC)

www.ntcicfunds.com/funds/ntcif.html

Purpose

The National Trust Community Investment Corporation is the for-profit subsidiary of the National Trust for Historic Preservation, and the leading source of federal and state Rehabilitation Tax Credit and New Markets Tax Credit. NTCIC's guiding principle is that the rehabilitation of historic properties can stimulate economic development and protect a community's unique sense of place. By providing equity to the rehabilitation of landmark commercial properties, NTCIC helps revitalize downtowns and business districts nationwide.

11. NEW MARKETS TAX CREDITS (NMTC)

www.ntcicfunds.com/funds/ntcif.html

Purpose

The New Markets Tax Credit (NMTC) is a 39 percent credit on an equity investment to a Community Development Entity (CDE), and is claimed over a 7-year compliance period (5 percent over the first 3 years and 6 percent over the last 4 years). The CDE must then make a Qualified Equity Investment or loan to a Qualified Business in a Qualified Low-Income Community (LICs). Most commercial and mixed-use real estate development projects located in LICs are Qualified Businesses.

Unlike the federal Rehabilitation Tax Credits, the annual dollar volume of New Markets Tax Credits allocated by the U.S. government is capped. That means that CDEs must compete against each other to receive an allocation of New Markets Credits during each annual funding round. Once a CDE wins an allocation, it partners with an investor who is attracted by the tax benefits offered by the New Markets Tax Credit. In order to claim the credit, the investor must make an equity investment in a CDE.

SOURCES OF FUNDING: EXHIBITION PLANNING AND IMPLEMENTATION

FEDERAL GOVERNMENT AND PRIVATE FOUNDATIONS

Historic properties, particularly the historic built environment, can benefit from federal funding programs that support projects in the arts, humanities, and museum development. Las Cruces is not a Certified Local Government for historic preservation funding and thus not eligible for most funding through the National Parks Service. The Amador Museum Foundation, being a 501 c 3 organization, is eligible for historic preservation funds and could apply for the following grants.

12. SAVE AMERICA'S TREASURES

www.nps.gov/history/hps/treasures

Purpose

Since its creation in 1999, Save America's Treasures program has provided $265 million for preservation of historic properties and cultural artifacts. Historic properties receiving funds must be nationally significant and be threatened, endangered, or otherwise demonstrate an urgent preservation need. The Amador Hotel is listed on the New Mexico Heritage Preservation Alliance 2007 Most Endangered List, and can demonstrate a need.

Funded by the Federal Historic Preservation Fund and administered by the National Park Service (NPS) in partnership with the National Endowment for the Arts, SAT grants require a dollar-for-dollar non-Federal match. The maximum grant is $1 million and the minimum is $250,000 for historic property projects, and $50,000 for cultural artifact projects. In FY 2008, the program was funded at $25 million.

Funding the Amador Project

There are 35 sites, including 20 cities, in New Mexico that have benefited from Save America's Treasures grants for local preservation efforts. These sites have attracted gifts from corporations, foundations, and individuals to support community projects. Grantees must match the federal award with private funding, which is helped by an Official Project designation from Save America's Treasures. SAT at the National Trust provides designees guidance on obtaining funds through Congressional earmarks when available. Traditionally, half of the Save America's Treasures funds have typically been awarded through Congressional appropriations. One recent New Mexico success story is the Murray Hotel in Silver City

13. WE THE PEOPLE: INTERPRETING AMERICA'S HISTORIC PLACES

www.neh.gov/grants/guidelines/IAHP_Planning.html

Purpose

We The People: Interpreting America's Historic Places, a grant of the National Endowment for the Humanities helps organizations interpret a single historic site or house, a series of sites, an entire neighborhood, a town or community, or a larger geographical region. They are designed to help institutions and organizations secure long-term improvements in and support for humanities activities focused on exploring significant themes and events in American history. Grants can be used to support construction and renovation, acquisition of materials and equipment.

Funding the Amador Project

NEH offers two categories of grants for Interpreting America's Historic Places--Planning and Implementation Grants. The grants can provide support for the Amador Museum Foundation, working in partnership with NMSU, representatives from different neighborhoods, and other interest groups, in planning and implementing an exhibition on the history of the Amador Hotel and the Amador and Campbell families.

14. PRESERVATION GRANTS FOR STABILIZING HUMANITIES COLLECTIONS

www.neh.gov/grants/guidelines/stabilization.html

Purpose

These grants help museums, libraries, archives, and historical organizations preserve their humanities collections through support for improved housing and storage, environmental conditions, security, lighting, and fire protection. Renovation costs required to rehouse and install climate control, security, lighting, and fire protection systems are eligible. These grants cannot be used for capital improvements of buildings or structures.

Funding the Amador Project

There will be need for artifacts for the Amador exhibition and this grant will provide needed funds for the stabilization and care of collections.

15. MCCUNE CHARITABLE FOUNDATION

www.nmmccune.org

Purpose

The mission of the McCune Foundation is to memorialize the benefactors through grants that enrich the cultural life, health, education, environment, and spiritual life of the citizens of New Mexico. The foundation supports philanthropic programs that are responsive, flexible, and may be proven effective at aiding the people of New Mexico to reach their full human and spiritual potential. Primary areas of interest include the arts, education, youth, health, social services and environment.

Funding the Amador Project

The McCune Foundation funds projects in community development, education, historic preservation/historical societies, and museums. foundation support includes annual campaigns, building and renovation, program development and technical assistance.

IV.

THE AMADOR

Phasing & Follow-Up Tasks

PHASING & FOLLOW-UP TASKS

ONGOING USE OF THE AMADOR

The intent of this study is to identify how The Amador can be reused and how preservation of the building can be a part of that reuse. The assessment undertaken by Cornerstones Community Partnerships was beneficial as a first step in understanding the construction and condition of the historic structure, but was by nature limited in scope. Likewise, the current study is limited since it does not include undertaking any additional demolition work. Conclusions about required structural repairs and upgrades for building code compliance, as well as for renovations required to restore both existing and lost historic elements, are based on selective demolition from the Cornerstones study and by what can be viewed above lay-in ceilings and behind other non-contributing finishes without requiring further demolition.

The implementation of the plan is dependent upon developing a more detailed understanding of the building's structure and condition. This cannot be accomplished without more widespread selective removal of non-historic elements. At the same time, there is a strong desire by the Amador Museum Foundation to start using the building—even in a limited way—so that public awareness of the Amador project can be raised, which will help in both the funding and in generating community support which will be essential to move the project forward. It may also be in the City of Las Cruces' interest to have the building used and to draw upon the resources of the foundation's volunteers for management and upkeep to prevent the building from becoming a liability. However, the city will need to determine safe interim uses for the building based on a more detailed structural analysis, once more of the structure can be viewed. In addition, meshing the desire to keep using the building while selective demolition is in progress—before any significant funds are available for a full restoration—will be challenging. The proposed implementation steps described in this section are based on keeping the building open for public use, in at least a limited way, for as long as possible prior to the point at which sufficient funds are available for a full renovation and, ultimately, expansion for the proposed restaurant component. This use will be contingent on the city determining that any use is safe. One of the possibilities in this interim period would be to use the building as a teaching tool about historic construction methods. It would be similar to an archaeological "dig" that is open to the public. Suitable safety measures should be put in place to protect users from injury, while allowing them to view the exploratory work as it proceeds. Opportunities exist for graphic displays that explain historic construction and show the building in historic photographs. If the building is to be used for other interim uses, potential conflicts between these uses and the ongoing exploratory work will need to be resolved.

There are a few cautionary factors to be borne in mind for any interim use of the building:

- Until a major renovation is planned, life safety and building use are primarily the jurisdiction of the Las Cruces Fire Department, unless an unsafe structural condition is identified. It is strongly recommended that members of the foundation and city staff meet with the fire department to review interim use plans and to establish an on-going dialog so that the fire department can be confident that there will not be unacceptable life safety conditions, while allowing the foundation reasonable use of the building.
- The city and the foundation should establish interim operating procedures that will limit possible liability claims against the city and the foundation. While this can be done to a degree by the foundation providing the city with insurance for the foundation's operations, no one wants to endanger the community or risk losing possible community support as a result.
- The foundation has requested that the study team provide safe loading capacities for the existing second floor structure. The building is currently classified as a "B" or business occupancy. Design loading requirements from the 2006 IBC for offices and corridors above the first floor

(such as the balconies) are listed on page I.30 of this report. The code does not require structural upgrades if the building does not undergo a change of occupancy and if it met the code at the time it was built (and is not identified to be dangerous). There was likely no code in force at the time of the construction of the original building, but the project was presumably permitted by the building code authority under the code in force at the time it was converted from a hotel to a bank—a lower hazard occupancy—in the late 1960s and early 1970s. It must be assumed, therefore, that it met the code at that time. The study team's structural engineer did not identify dangerous conditions, based on what can be viewed. He did identify some settlement of the balconies and deformations in the west exterior wall, but neither of these conditions appear to be recent or progressive.

However, a complete assessment of conditions defined by the code to be dangerous cannot be made without further study once structural members and their bearing conditions are revealed. While portions of the structure of the balcony and the second floor can be seen above dropped ceilings, the entirety cannot, and the bearing conditions of the wood framing on the adobe are only partially exposed to view. Furthermore, the structural condition of the adobe bearing walls cannot be fully understood without the removal of the exterior stucco and interior plaster at interior adobe bearing walls. Additional exploratory excavation is also required at the base of bearing walls to confirm the Cornerstones finding that there appear to be no foundations.

Pending a more detailed structural investigation, the study team recommends that the second floor not be used except for viewing by limited numbers of people under supervision and for on-going exploratory work of existing conditions. Under no circumstances should the second floor be used for assembly purposes. This is not only due to the potential structural overloading but also the life safety threat posed by the story only having one exit (down the main stairway). Likewise, the loading on the first floor should be limited until the full bearing conditions supporting it are revealed. The calculated live load bearing capacity for the size and spacing of the floor joists observed (under the portion of floor removed at the southwest corner room) is less than 40 pounds per square foot, which is less than live load capacities required for offices (50 psf) and assembly uses (100 psf). This assumes that they span the width of the room without intermediate supports. Further investigation may reveal that there are more intermediate support, which would increase their bearing capacity.

FOLLOW-UP TASKS AND PLAN IMPLEMENTATION

The following suggests phasing options for implementation of the reuse plan. These phases may need to be revised or split further based upon the findings of further investigative work and/or the availability of funding. The first phase specifically could be split into a number of separate tasks as funding is available.

The costs are "order-of-magnitude amounts" for planning purposes.

Phase 1—Follow-up investigation and analysis

1) Engage an environmental engineer/hazardous materials testing agency to conduct Phase 1 and Phase 2 environmental site assessments including identification of asbestos-containing materials and lead paint in the building. Work should be done in collaboration with the architect so that significant locations to investigate are highlighted, based on likely renovation work.

   Cost: $7,500

2) Engage a geotechnical engineer to provide soils tests to permit the structural engineer to determine the seismic design category for reinforcements to the existing structure and to determine structural requirements for the restaurant addition. The engineer is to work with the A/E team to review appropriate boring locations and quantities based on the proposed development.

   Cost: $2,000

3) Engage a professional surveyor to prepare a site topographic survey and to identify/locate existing easements. The surveyor should also undertake surveying within the building, record floor levels at each exit door related to exterior grades and also provide levels at all changes in level at the interior of the building so that all existing floor levels and transitions can be evaluated for accessibility, relationship to exterior entries, and required accessibility upgrades.

   Cost: $6,000

4) Engage an architectural/engineering team for the following:

   a. Work with the contractor (see below) to identify locations and materials to be selectively demolished.

   b. After reviewing the results of selective demolition, undertake detailed structural code analysis and load path analysis for seismic, wind, dead- and live-loading for current and anticipated uses including a determination of current safe loading of the existing building for interim use. The work is to be conducted by a registered structural engineer.

   c. Meet with the building code official to review initial structural findings and requirements of the New Mexico Existing Building Code and confirm requirements for the preservation report required by Section 1101.2.

   d. Undertake a detailed code analysis for the proposed events center, museum, and restaurant and write a draft preservation report. Meet with the building code official to review the preservation report and discuss options for code compliance. The work is to be performed by a registered architect in conjunction with a structural engineer.

   e. Undertake site drainage analysis and propose design solutions to improve drainage at the west side of the building to be accomplished as part of the first phase of construction.

      The work is to be performed by a registered professional civil engineer in coordination with the architect and with approval of the City of Las Cruces Public Works Department. This may require preparation of a master site drainage plan to accommodate the future fully built-out development of the project.

   a. Develop solutions for structural up-grades required for the proposed development plan, change of occupancy, and/or any corrective measures required for interim use, based upon findings and code official requirements.

   b. Review proposed structural solutions and other modifications to meet code requirements, incorporate them into a preservation report, and meet with the building code official and the State Historic Preservation Officer to review. The work is to be performed by a registered architect with assistance from a structural engineer. Obtain preliminary written approval of the preservation report from the building code official and the SHPO.

   c. Develop updated recommendations for all future phases based on the findings of investigations and discussions with code officials, including budget updates.

   d. Develop detailed proposals for the first phase of construction including cost estimates by a professional cost estimator with assistance from the first phase general contractor. This would be approximately equivalent to the design development phase in a typical architect's scope of basic services.

      Cost range: $40,000-$50,000

5) Engage a general contractor/construction manager-at-risk or in-house city crews to undertake selective removal of non-contributing finishes to reveal historic fabric, as required by the A/E team to determine existing structural conditions. The work is to include but not necessarily be limited to the following tasks:

   a. Removal of portions of exterior stucco at floor/roof joist bearings and at the bowed area of the west wall. Removal of all exterior stucco may be required to determine the entire extent of adobe and other repairs.

   b. Remove carpet throughout the facility.

   c. Removal of additional area(s) of the first floor MDF/plywood subfloor and original floor decking for access to the crawl space to inspect the floor support structure including joists, girders, bearing conditions, and foundations for columns. This will also allow confirmation of the existence of "utility tunnels", mentioned by Martin Amador Campbell Jr., and their possible use for new work.

   d. Removal of all dropped ceilings under the balcony to allow for the inspection of the condition and extent of required repairs to the original wood joists and deck. Suspension grids could remain until future construction phases for support of lights etc.

   e. Removal of a section of the floor decking in the upstairs rooms to reveal the floor structure. (There appears to be a secondary floor structure above the vigas and decking that are visible above the first-floor ceiling.)

   f. Removal of additional areas of gypsum board ceiling at the upper lobby to reveal the condition of historic wood deck and joists. Removal of a portion of wood deck to determine the nature of the attic space and roof structure including the roof deck above the lobby. This could be done where the historic roof monitor was removed and the deck was patched during the 1969 renovation. The condition of the roof deck above this area could also be reviewed where it is "spongy".

   g. Removal of portions of furred-out gypsum board walls at each wall of the lobby to review the condition and integrity of the adobe. A specific area of interest is the north end of the east wall between the old bank vault and the toilets.

   h. Removal of portion of gypsum board fascia below the balcony railing to determine feasibility of restoring the original balcony edge detail and lowering the balcony railing.

   i. Removal of all column surrounds.

   j. Removal of portions of dropped gypsum board ceilings at second floor rooms to determine the structure of the roof system at this area.

   k. Assist the design team with development of construction budgets for phased construction.

      Cost range: $50,000-$100,000

6) Undertake repairs and upgrades required for interim use of the building if it is determined they are required and the city and foundation decide this is something that is cost-effective to do prior to a major renovation for reuse.

   Cost: To be determined

7) Engage a retail marketing/leasing consultant to:

   a. Review demands for meeting space of the type to be offered by The Amador.

   b. Estimate projected revenues from meeting spaces based on estimated demand.

   c. Propose additional amenities that could be provided that may affect the building design.

d. Evaluate demand and format for the proposed restaurant.

e. Develop a plan for engaging a tenant/operator for the proposed restaurant including lease rates/term, build-out responsibilities, and process for engagement (RFP/RFQ, or through commercial leasing agents).

Cost: $15,000-$20,000

8) Engage a fund raising firm or an independent fund raiser to assist the Amador Museum Foundation, and either work in partnership with board members as they raise funds for the project or prepare the foundation board to solicit funds for building renovation and exhibit development. The fund raising firm should provide the following tools and resources to set up and implement a capital campaign:

a. Pre-campaign preparation: Whether funds are appropriated through federal, state and/or city means, or through solicitation of the local community, preparation for the pre-campaign should:

- Ready foundation board members for the campaign
- Finish a feasibility study
- Create the case for support
- Establish a preliminary campaign timetable, campaign policies, and dollar goal
- Determine the campaign structure and leadership
- Identify preliminary donors and potential contributions
- Determine the budget for the campaign

b. Other pre-campaign activities include:

- Writing grant proposals
- Creating a communications plan and other campaign materials—brochure, web page, solicitation materials, etc.
- Training volunteers

c. Implementation of Capital Campaign (Quiet Phase): Once the pre-campaign work is underway, the fund raising professional would work with the foundation to create the details for federal and state grants.

d. Other implementation activities would include:

- Development of the fund raising committee and solicitation of individuals, foundations, and corporations for lead gifts, and people able to move the campaign forward and secure local and state support
- Establishment of goals for board-giving and solicitation

e. Implementation of public phase: The goal of this phase of the campaign will be to broaden the solicitation reach to mid- and lower levels of giving. This would also include:

- Events, direct mail, web-based solicitations, and a variety of other activities
- Development of a communications plan and promotional materials
- Establishment of a membership program
- Creation of a donor recognition and benefits program

Cost range: $60,000-$80,000

1) Engage a museum store consultant. A museum store consultant would be invaluable to the Amador Museum Foundation in helping to create guidelines and best practices as the foundation seeks to fulfill its goal of maximizing earned income, while enhancing and amplifying the mission of the foundation. This can be done at any time prior to the detailed design of the second phase of construction, when the gift shop would be constructed.

Ensure museum store consultant expertise. The Museum Store Association compiles a financial, operations, and salary survey called the MSA Retail Industry Report. Within the survey is a subgroup entitled, "History Museums Earning Less Than $500,000 in Gross Sales." A good museum store consultant will have access to the material and be able to offer benchmark information on inventory management, stock turn, margin of mark-up, gross margin return on investment, capture rate, and bottom-line margins. An experienced consultant will be invaluable in managing inventory, receiving, pricing, the storage and displaying of merchandise, and creating good retail ambiance for visitor comfort.

The consultant would develop a plan and provide recommendations for the following:

a. Quality of Operations: The quality of the products to be sold must be first rate. Sales personnel need to be well versed in the history of The Amador and well informed on the products they are selling. A daily restocking of shelves would ensure that items are readily available for customers.

   By the very nature of the museum and the content of the exhibition, the store must contain a mixture of merchandise on The Amador, Las Cruces, and the region, with a variety of price points. Customers should find opportunities to purchase "must have" Amador Hotel related items. There would also be educational merchandise for children, different culturally oriented products, as well as low cost souvenirs.

b. Branding and Product Development: Branding and product development for The Amador Museum will require sensitivity to the history of the hotel, the Amador and Campbell families, and local residents. Museum store product development should be different than product development for the event center and the restaurant, and the foundation will need to maintain a quality branded retail product program. The museum store manager and/or the site manager will need to be experienced in searching out the right market for products, negotiating price, reviewing and approving product prototypes if appropriate, and planning visual merchandising and display of products.

   The foundation will want to consider a "suite" of special products in certain categories, such as:

   - Low cost items like mugs, key-chains, magnets, post cards, guidebooks to the exhibition, and branded apparel such as T-shirts, baseball caps, and sweatshirts. Some of these items are considered impulse merchandise, which visitors would pick up as they enter the register area to check out.
   - High-end items would include another category of branded apparel such as scarves, household linens, decorative art pieces, jewelry, and the iconic Amador Hotel poster framed.
   - Books on the history of the region, its people, and places are always good merchandise for a museum store, as are DVDs. The store could also sell small books on the story of the Amador Hotel and/or the Amador family. Other DVDs could include travelogues and folk music CDs in both English and Spanish.

     Cost: $20,000-$30,000

11) Develop an on-going educational program for tours of investigation and project development (after the city and foundation determine it is safe to do so and in consultation with the structural engineer). The program could include participation of local schools, NMSU students and faculty, and the general public. Develop partnerships with local businesses and newspaper(s) for sponsorship and publicity.

    Cost: Primarily volunteer effort

12) Revisit and amend the agreement between the city and the foundation to reflect new proposed uses.

TOTAL PROJECT COST RANGE PHASE 1: $175,000-$280,000

Phase 2—First phase of construction: Exterior repair and restoration

The intent of this phase would be to stabilize the exterior of the historic structure to prevent deterioration of major elements such as the exterior walls and the roof. A secondary intent would be to improve the appearance of the building so that there is obvious progress to the public. It should be expected that there may be some duplicative effort in future phases when these repaired items will need to be penetrated or partially removed to accommodate new systems and upgrades—such as the construction of the new stair and elevator. The scope of this phase is based on the assumption that it will be viewed by the building code official as repair and stabilization and will not "trigger" major interior structural or life-safety upgrades, such as those required for improved seismic resistance. It is also based on the assumption that any future seismic reinforcing would be accomplished on the inside of the building. If structural reinforcements are required at the exterior of the building for the proposed change of occupancy, then these will have to be completed in this phase. Repair of the roof structure and reinforcement of parapets are also in this phase.

1) Engage an A/E team to complete full construction documents, administer bidding, and provide construction period services for Phase 2 work and to update preliminary proposals for Phase 3 to establish a budget.

    Cost range: $35,000-$60,000

2) Engage a contractor/construction manager (preferably same as for Phase 1 or selected through qualifications-based proposals based on experience in historic building restoration).

    See construction cost range below

3) Engage a hazardous materials abatement contractor to remove/encapsulate hazardous materials identified in the environmental study in work area.

    Cost range: $5,000-$50,000

Scope of Construction Work: Demolish drive-up bank.

1. Remove the concrete sidewalk and excavate along the west and north sides of the building to lower the grade below finish floor and to install an underground trench/slot drain system. Install a new sidewalk with slope leading away from the building and to the drainage system.
2. Reconfigure the north entry to accommodate the new grade, including removal (or partial removal) of the interior ramp at Room 118 (the Billy-the-Kid Room).
3. Remove the remainder of the stucco at the historic building—if not already removed—and repair the adobe.
4. Recondition/recreate historic exterior windows and doors. Include energy upgrades to windows such as weather-seals and the application of nano-ceramic film to reduce heat gain—assuming that windows cannot be modified to accept insulated glazing.

5. Replace stucco with historic lime plaster or other appropriate system as determined from the investigation.
6. Remove the roofing at the historic structure (and possibly east additions, since these accept drainage from the historic structure) and repair/reinforce the roof structure and parapets as required for proposed change of occupancy and install new roof covering.

   Cost range: $420,000-$750,000

TOTAL PROJECT COST RANGE PHASE 2: $460,000-$860,000

Phase 3—Second phase of construction: Interior repair and renovation and major infrastructure upgrades

The intent of this phase would be to complete the interior renovation of the historic building and undertake any structural upgrades required by code for the proposed change of occupancy. The project would also upgrade utilities and mechanical and electrical services and distribution systems. The building would need to be closed during renovations except for occasional tours as part of the public education program.

1) Engage an A/E team to undertake full design and construction documents and provide bidding and construction period services, including approval by the State Historic Preservation Officer.

   Cost range: $335,000-480,000

2) Engage a contractor/construction manager (preferably the same as for Phase 2 or selected through qualifications-based proposals based on experience in historic building restoration).

   Cost range: See below.

3) Engage a hazardous materials abatement contractor to remove/encapsulate hazardous materials identified in the environmental study in work area.

   Cost range: $15,000-50,000

5) If the foundation handles the event center or leases the offices, set up partnership or subcontracting agreements.

Scope of Construction Work

1. Demolish the 1970s bank lobby at southeast corner.
2. Remove all non-historic finishes not required to be retained.
3. Remove all mechanical and electrical systems in areas where historic finishes are to be exposed and elsewhere as required.
4. Perform structural reinforcement of floors and walls to meet building code requirements, including seismic upgrades.
5. Restore walls, floors, ceilings, balcony railings, and interior doors of the historic building.
6. Install new mechanical/electrical systems.
7. Install an automatic fire sprinkler system.
8. Demolish and rebuild existing toilets with the required fixture count for full build-out.
9. Construct a new entry vestibule and vertical circulation addition (stair, elevator, mechanical room and toilet) at the south end of the 1970 addition.
10. Construct the gift shop addition.

11. Relocate the utilities along the east side of the site clear of final build-out (fiber optic, gas and possibly electric) and upgrade capacities as required. Relocate the electrical transformer.

    Cost range: $2,800,000-4,500,000

TOTAL PROJECT COST RANGE PHASE 3: $3,200,000-$5,000,000

Note: The wide range of project costs in this phase reflects the unknown extent of structural upgrading required at the historic structure.

Phase 4—Museum exhibit design and installation

Design of the museum exhibit should begin concurrently with Phase 3 so that the infrastructure (mechanical and electrical) can be installed as part of that phase. Installation of the exhibit should happen after Phase 3 is complete.

1) Engage a museum exhibit designer.
2) Engage a museum exhibit fabricator through competitive proposals to the exhibit.

TOTAL PROJECT COST RANGE PHASE 4: $1,000,000

Phase 5—Third phase of construction: Restaurant shell and site work

This phase would construct the addition as a shell for the restaurant, bar and kitchen, including renovation of the remainder of the 1970s addition and completion of the site drainage, parking lot, landscaping, site furnishings, site lighting, and pedestrian connection to the crosswalk to Downtown at Bowman.

1) Engage an A/E team to undertake full design and construction documents and provide bidding and construction period services.

   Cost range: $145,000-$180,000

1) Select a contractor by competitive bid for construction.

   Cost range: $2,000,000-$2,500,000 (including design fees)

TOTAL PROJECT COST RANGE PHASE 5: $2,145,000-$2,680,000

Phase 6—Fourth phase of construction: Tenant build-out of restaurant and bar

This would be the final phase of construction for the project and would be completed by the operator, or in collaboration with the operator.

TOTAL PROJECT COST RANGE PHASE 6: $1,000,000-$1,200,000

Phasing Diagrams

Phase 1—Follow-up investigation and analysis

Phase 2—First phase of construction: Exterior repair/restoration and roofing; Demolition of drive-up bank; drainage at west side

Phase 3—Second phase of construction: Interior repair and renovation and major infrastructure upgrades

Phase 4—Museum exhibit design and installation

Phase 5—Third phase of construction: Restaurant shell and site work

Phase 6—Fourth phase of construction: Tenant build-out of restaurant and bar

V.

Appendices

Pe PONCE ENGINEERING, INC.

CONSULTING STRUCTURAL ENGINEERING

November 18, 2009

Jonathan Craig, AIA
Kells + Craig Architects, Inc., AIA
400 Gold SW, Suite 880
Albuquerque, NM 87102

RE: Visual review of existing Building
Amador Hotel Re-Use Study
Las Cruces, NM

Dear Mr. Craig,

This office, as per your request, provided a visual review of the referenced project to inspect and determine the structural integrity of the original adobe building. This two story building constructed with adobe walls and wood framing members for the ground first floor joists, second floor joists and the roof rafters, was built in 1887. Plus, a one story building addition has been added, to include a drive-up/walk-in tellers building and canopy. The one story addition was built in the 1970's and the other additions in the 1980's, as informed. The original adobe building structure is listed in the historic register.

Based on the initial review and visual inspection, it appears that the original adobe building was a one story building only and then a second story, with the similar construction materials, was probably added shortly after the completion of the original one story adobe building. The wood roof rafters and vigas of the original one story building were left in place when the second story was added. Since then, all the materials for the construction of the one story additions, on the east end and north end sides, have been constructed on a concrete floor slab with perimeter masonry walls and steel bar roof joists.

As informed, the occupancy for this building will be changed from its previous use as a hotel to the proposed use as a museum. The proposed floor live load occupancy will be increased from the 40 psf, to depending on the use and occupancy of the new building floor areas, from 50 psf (office) to 100 psf (assembly). More than likely, the proposed floor live load should be 100 psf. The second floor wood joist framing members were designed for the 40 psf live load capacity also, since the second floor rooms were originally designed for motel/hotel occupancy use. The balcony/corridor and lobby areas were probably the only floor areas that were designed for the live load of 100 psf, but based on the visual review and noted discrepancies it does not appear that this may have been the case. The floor live load tables that I have go back to 1928 only and the live loads for hotel rooms and corridors are 40 psf and 80 psf respectively. Fortunately, the roof live load of 20 psf has not changed, at least for the past 81 years and therefore should not

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have a roof live load problem at this time, but the only problem appears to be the aesthetics (wear & tear) of the roofing materials.

The plans drawn for the renovations of the building in 1969 noted that the existing first floor wood framing members (original building) were to be removed and the floor areas replaced with a 4" concrete slab reinforced with welded wire mesh. As evident, this was not accomplished at that time. Therefore, on the first floor, once the wood floor members are removed and replaced with a concrete floor slab, would be the only floor area that can safely accommodate the proposed 100 psf live load. Apparently, plans of the original building were not available and a more thorough review of the adobe building and framing systems will be required.

The wood floor decking and wood framing members of the first floor, of the adobe building, have areas with a very noticeable uneven floor levels (settlement and/or heaving), particularly at the front of the stairs, south end, and some movement in the floor areas of all the rooms is very evident. In most of the floor areas, the wood floor framing members do not have the adequate clearance (18") from the ground and the wood joists members supported by the perimeter walls are in direct contact with the soil subgrade in most cases. Plus, the balcony/walkway of the second floor has areas that have an excessive slope towards the handrail perimeter area. Based on this review, it appears that these floor level problems are not recent and have probably been occurring for many years.

Following is a list of discrepancies noted and comments:

Roof

1. The rolled roofing of the upper roof area has several bubbles, spongy areas were noted and a sagging deck area was noted near the center west area. The west side roof area has a high slope and drains towards the east onto the lower roof.
2. The valley roof conditions are not adequately lapped or placed.
3. The high roof at the southeast area has one roof drain only and several bubbles were noted.
4. The lower flat roof rolled roofing also has a few spongy areas
5. The top of the parapets of the high roof have cracks in the roof flashing. The south end flashing at the parapet has a large area that is damaged and is allowing rainwater to enter.
6. The pipe and vent penetrations do not have adequate flashing or sealant and the sealant has become dry and has cracked.

Exterior

1. The stucco surfaces have several areas that are damaged with the stucco cracked, broken and with small sections of stucco missing and obviously in a dire need of repair.
2. The stucco also gave a hollow sound, indicating that the stucco has separated and come loose and is not in direct contact with the adobe wall surface.
3. Wall areas of the stucco surfaces are bulging out, again indicating that the stucco is not adequately attached or the attachments to the adobe have corroded, broken and come loose.

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Interior

1. The wood joist floor framing members of the first floor do not have the adequate ground clearance of 18", as per the current code. Plus the wood joists supported by the exterior adobe stem walls are less than 8" from the exposed soil and in some areas, are in contact with the soil.
2. The entire first floor wood framing is not level, in particular the long lobby center area that has as much as 8" of out of level at the support columns.
3. The wood floor decking, on the first and second floors, have several areas that have a spongy and squeaky effects.
4. The first floor stair landing area has settled approximately 3" and the south end lobby columns have also settled approximately 6". Each column supporting the balcony has a progressive settlement towards the south, but more pronounced at the south end.
5. Obviously, this floor and column settlement movements, which are very evident, have also transmitted into the second floor and roof framing members.
6. The south ends of the balconies have a very pronounced dip in the balcony floor area with the east side having a lower elevation.

Conclusions and Recommendations

Based on the uneven floors of the entire first floor area, it appears that attempts have not been or perhaps have never been made to level or to replace these wood floor framing members in the past or even during the past additions. In order to obtain the proposed 100 psf live load capacity for the first floor, the existing wood floor framing members should be removed in their entirety and a new 4" concrete slab reinforced with fiber should be placed. All the lobby columns should also be raised, at that time, to level the second floor balcony.

As an alternate, the void space under the first floor wood framing can be filled with a two sack concrete flowable fill mix to the bottom of the wood decking. But before this is done, all the floor decking should be reattached to the wood joists with screws spaced at 8". Granted this will not level the floor, but will only increase the floor live load capacity.

The live load of the second floor can be increased by "doubling up" on the wood floor joists members and support beams. The wood columns, if required, can also be "beefed up" to increase their load capacity. The existing member sizes will have to be reviewed and the new members designed to obtain the appropriate loading conditions. Obviously, this fix to the second floor will be costly and may not warrant it, since the second floor rooms are small and the building does not have an elevator to access the second floor. However, these changes will have to be approved by the State Historic Official.

The seismic design for the Type V construction of this adobe building is Seismic Design 1, with

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an Occupancy Category & Importance Factor II. The Basic Wind Speed is 85 mph with a 3-second gust of 100 mph. It appears that most if not all of these design requirements have already been met.

This two story adobe building structure has been is use and occupied since 1887. And it appears that the only structural problem that the building system has endured has been a foundation movement issue. This adobe building has a historical significance and by all means this building should be preserved and restored. The mere fact that the building is still standing is a testimony that the foundation system and walls are still sound. However, due to the deterioration of the stucco cladding, the stucco on the entire exterior face of the adobe walls should be removed and replaced with a new, historically appropriate system.

The analysis and recommendations are based on previous experience and on the limited visual inspection of the building. All repairs or new construction should be monitored and inspected by a Professional Engineer to insure the owner that proper construction methods and procedures are accomplished.

If there are any questions or further information required, please do not hesitate to call.

Sincerely,

Ruben Ponce, Jr., P. E., SECB
New Mexico #9302

Historic Amador Hotel
Existing Mechanical Systems Evaluation

Prepared For Kells and Craig
May 18th 2009

By Patrick H Watkins, PE
Bridgers and Paxton Consulting Engineers

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HISTORIC AMADOR HOTEL RE-USE
MECHANICAL SYSTEM EVALUATION

May 18, 2009

INTRODUCTION

The historic Amador Hotel was built in 1866 as a residence and has undergone several renovations and changes in use since that time. For over a century it was used as a community gathering place and a hotel. After that it was used as a bank and an office. Now the building is up for preservation and re-use. The building is approximately 13,000 square feet and could be adapted to a few different uses.

The construction of the building is adobe with exterior walls over thirty inches thick in some places. The windows are in poor condition and many are covered with a retro fitted storm window on the exterior. The building is currently served by a two pipe fan coil system with a water cooled chiller providing chilled water and a boiler providing heating water. Natural ventilation is relied upon for outside air.

The purpose of this evaluation is to report on the condition, capability and flexibility of the existing mechanical systems for consideration in moving forward with a building re-use plan.

EXECUTIVE SUMMARY

The Amador Hotel presents many challenges for re-use. A few steps were taken to determine the condition, capability and flexibility of the existing HVAC systems. First all available documentation was gathered and reviewed to gain familiarity with the building and understand the existing HVAC installation. Next a site visit was conducted to evaluate the accuracy of the existing documents and evaluate the condition of the existing equipment. Finally a careful review of all the information was done to determine the viability of the existing mechanical systems for re-use.

The existing mechanical systems are relatively limited in terms of both capacity and flexibility. Replacing the fan coils and changing the system to a four pipe fan coil system and should be considered. There is some question whether the existing plant has the capacity to operate the building comfortably. The occupancy, lighting, ventilation and envelope will have to be considered carefully to ensure good operation if the current plant remains in use.

EXISTING CONDITIONS

The existing building is primarily served by a two pipe, changeover fan coil system. Most of the rooms on the first floor have a dedicated, above ceiling fan coil for heating and cooling. On the second level, most of the original hotel rooms are served by floor mounted fan coils dedicated to each room. The main lobby is open to above and is served by a large fan coil located in a mechanical room on the first floor roof. Air is ducted from the fan coil into the lobby with high sidewall grilles. Some of the other spaces in the building are served by small, air to air direct expansion split systems. Mechanical ventilation is not provided. It is possible to illustrate compliance for the natural ventilation path per, ASHRAE 62.1-2004, for almost all of the perimeter rooms, but many of the interior spaces do not have code compliant ventilation.

A two pipe, changeover fan coil system is characterized by the fact that the system must be changed over from summer operation to winter operation manually. That fact has two important ramifications: First, the system must be changed over manually from heating water to chilled water on a seasonal basis which can lead to poor comfort during shoulder seasons. Second, the system is not capable of simultaneous heating and cooling despite the zone control discreet fan coils offers. For example, if you are entering cooling season, but mornings are still cold, a system changed over to cooling could not accommodate the heating loads. Furthermore, if the east exposure called for cooling in the morning sun, but the west still called for heating, one of these zones could not be satisfied. The building is oriented such that there are large east and west exposures potentially exacerbating the comfort issues the mechanical system presents.

The plant that serves this system is located in a mechanical room on site. Chilled water is provided by a water cooled chiller that is currently under maintenance to replace the two 12.5 ton compressors. The chiller rejects heat to an open ground source water loop located on the site. The drawings reflect a well on the northeast side of the building where water is taken from the ground and another well southeast of the building to return the condenser water. There does not appear to be a heat exchanger to decouple the ground loop from the condensing loop of the chiller. As a result the chiller is exposed to contaminants from the ground loop. It appears the pumping is constant volume primary pumping on the chilled water side and constant volume pumping on the condenser side. PVC pipe appears to be the material used for the condenser water loop.

The boiler is also located in the same mechanical room on site and appears to have adequate combustion air. The heated water is conveyed to the system by constant volume primary pumping. The boiler appears to be twenty years old.

The piping is routed through the ceiling space around the first level Lobby area in a soffit and serves the second level floor mounted fan coils from below. The system was

down for maintenance on the day of the site visit so there was no opportunity to verify the functionality of the existing equipment.

The condition of the rest rooms was acceptable, but new fixtures could be installed. Code required exhaust appeared to be installed in both restrooms.

A new electrical service has been installed and appeared more than adequate for the building.

RECOMMENDATIONS FOR RE-USE

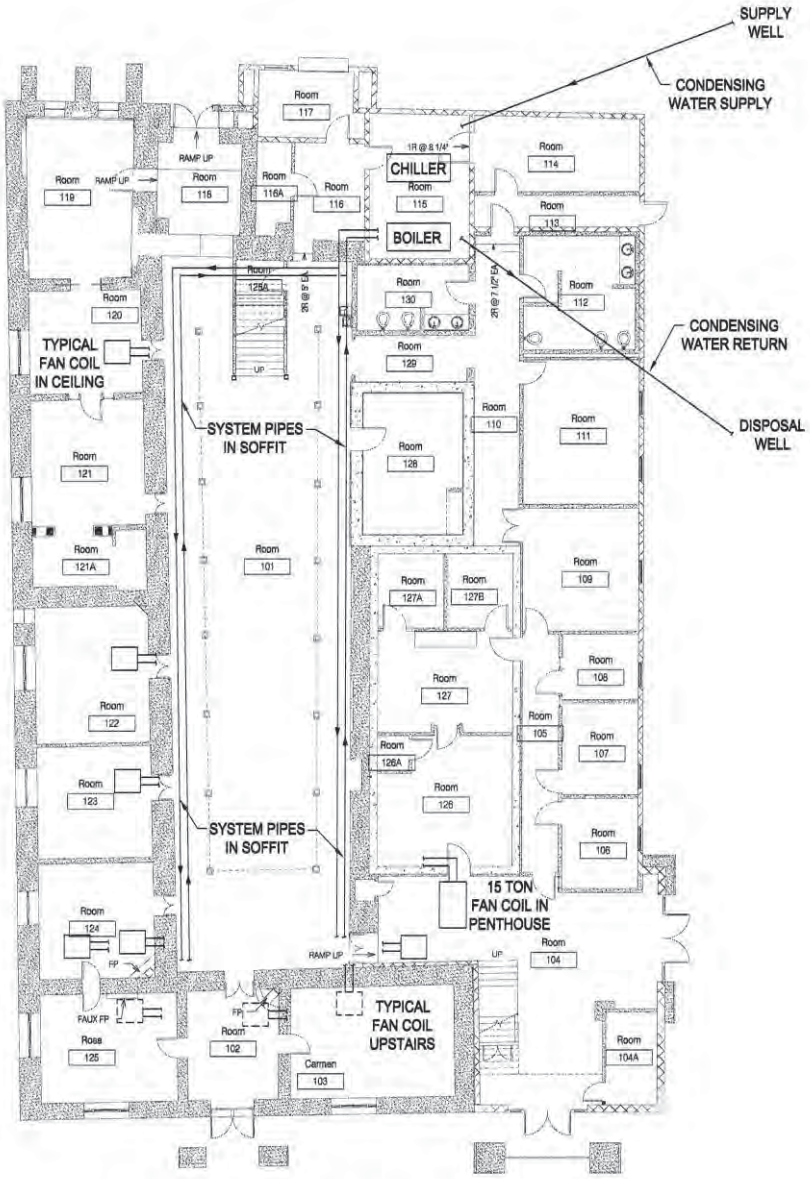
The Amador Hotel has largely been used as a gathering place and hotel for the majority of the time it has been occupied. The building could potentially be used as a museum or as a hotel. Either use presents some mechanical challenges that would need to be resolved. The HVAC system does not allow for a great deal of flexibility concerning occupancy and delivering ventilation to some of the interior spaces will be required.

The mechanical system currently serving the building is limited in terms of satisfying the heating and cooling loads. While the building loads may have been taken by the existing system, adding internal loads such as lighting and people may overwhelm the existing systems. Envelope building modifications such as incorporating high performance glazing would help reduce the loads on the system. Other envelope modifications could be considered to help diminish the loads on the HVAC system.

One recommendation to consider is installing the piping necessary to operate the system without changeover. Much of the existing piping and insulation that was visible appeared to be in poor condition. Furthermore, the routing of the mains is through an existing soffit that was added during a renovation. It is the desire of the team to restore the aesthetic of the building to the way it was originally built. Should removing the soffit be considered, a new path will have to be determined for both the fan coil piping and the supply air to the lobby space. Replacing the existing piping with a four pipe system would make sense for both restoring some of the aesthetic features as well as gaining the performance and reliability a new four pipe distribution system offers (See sketch below). A four pipe system would allow some fan coils to satisfy cooling loads while others were meeting the heating loads. Operating the system as a four pipe fan coil system would also require some mechanical controls to be installed.

Most of the fan coils appear to be at least ten to fifteen years old and should be considered for replacement. If the existing plant systems are to be re-used, verification of the operation of both the boiler and the chiller should be considered. In particular, the open condensing water loop serving the condenser side of the chiller should be evaluated. Volumetric flow and temperature of the water from the supply well should be measured as well.

If the existing system is to be re-used a dedicated ventilation system should be designed to provide code required ventilation to the interior and high occupancy spaces. Since the lobby may be used as an assembly area, maintaining a higher rate of ventilation will be required.



FIRST LEVEL FLOOR PLAN

Another approach for re-use of the building would be to remove the existing fan coils system and install a Variable Refrigerant Volume (VRF) system. Similar to fan coil systems, VRF systems have fan coil terminals for each space to be controlled, but the fluid conveyed to these terminals is refrigerant. Since refrigerant is the heat transfer medium, pipe sizes are smaller making a retrofit much easier. The system is capable of two different zones simultaneously heating and cooling. The original HVAC equipment would not be re-used and VRF systems have a relatively low first cost and offer good performance and good operating efficiency. In this scenario natural ventilation would still be the strategy for the perimeter spaces and a dedicated ventilation system would need to be designed to accommodate the interior spaces. Installing a new VRF system

would bring all the spaces together to be served by a common HVAC system which would reduce the points of maintenance while adding reliability and performance.

SUMMARY BUILDING CODE ANALYSIS

In accordance with the New Mexico Commercial Building Code and the New Mexico Existing Building Code and the New Mexico Historic Earthen Building Code the following will need to occur in order to proceed with the project as planned:

NEW MEXICO HISTORIC EARTHEN BUILDING CODE

- The anticipated alterations exceed 50% of the aggregate area or the building. Therefore the alterations shall comply with applicable provisions of the NMEBC/IEBC.
- Historic building portions of the project will not be required to meet the New Mexico Energy Conservation Code. More recent additions may be required to meet the NMECC. New construction will be required to meet the NMECC.

NEW MEXICO EXISTING BUILDING CODE/INTERNATIONAL EXISTING BUILDING CODE

Method of Analysis

- The prescriptive method may not be used because the method does not allow for a change of occupancy unless the change is to a lower risk group.
- The performance method requires complete compliance with 2006 IBC chapter 16 (structural) and chapter 11 (accessibility) which is infeasible for this project.
- The work area method is therefore the only reasonable method of analysis.

Classification of Work

- Determine the classification of alteration work per Chapter 4, IEBC. The Work Area (construction other than repair) in the building is expected to exceed 50% and the work will therefore be classified as an alteration Level 3. Level 3 alterations shall meet all requirements of Levels 1 and 2 Alterations in addition to those for Level.

Procedural

- Architect shall provide a written preservation report to the design official describing safety features, structural seismic load path description, and any instances where preservation dictates non-compliance with other chapters of this code.
- Meet with code official to get a ruling on existing hallways and doors for workability for egress
- Meet with accessibility panel and code official to come up with alternatives to full access

Architectural

- Addition of another women's restroom with 2 toilets and one sink.
- Addition of another men's restroom with 1 toilet and one sink.
- Addition of a unisex restroom

Structural

- Investigate alterations to structure and new loads and analyze per IEBC and IBC
- Determine seismic design category and wind and snow loads

Egress

- Addition of a second stairway or fire escape from the second level (enclosure is not required for two levels only)
- Addition of panic hardware required on all exit doors
- Widening of egress paths to required width
- Renovation of corridors to have solid core wood doors or approved equivalent, must be continuous to exit, must not have openings/grilles in the walls.

Fire Safety

- Addition of a fire sprinkler system (desirable for reducing need to comply with other requirements)
- Automatic fire detection and fire alarm system shall be provided

IEBC 2006 REQUIREMENTS

PROCEDURAL

Chapter 4—Classification of Work

- Alteration level 3 since Work Area exceeds 50%

Chapter 9—Change of Occupancy Applies

- Changing from occupancy Group B (business) to Group A-3 (museum / events center). Existing office portion of the building will remain as offices (Group B). May need to be classified as separated use (seed discussion below).
- Certificate of Occupancy required
- Means of Egress Hazard for events / museum portions changes from level 4 to level 3 - higher hazard. Must comply with requirements of Chapter 10, IBC except;
  1. Stairways shall be enclosed in compliance with the applicable provisions of Section 803.1.
  2. Existing stairways including handrails and guards complying with the requirements of Chapter 8 shall be permitted for continued use subject to approval of the code official.
  3. Any stairway replacing an existing stairway within a space where the pitch or slope cannot be reduced because of existing construction shall not be required to comply with the maximum riser height and minimum tread depth requirements.
  4. Existing corridor walls constructed of wood lath and plaster in good condition or ½-inch thick (12.7 mm) gypsum wallboard shall be permitted.
  5. Existing corridor doorways, transoms, and other corridor openings shall comply with the requirements in Sections 705.5.1, 705.5.2, and 705.5.3.
  6. Existing dead-end corridors shall comply with the requirements in Section 705.6.
  7. An existing operable window with clear opening area no less than 4 square feet (0.38 m^2) and with minimum opening height and width of 22 inches (559 mm) and 20 inches (508 mm), respectively, shall be accepted as an emergency escape and rescue opening.
- Means of Egress Hazard for office portion remaining at level 4. Existing elements of the means of egress shall comply with the requirements of Section 805 for the new occupancy classification. Newly constructed or configured means of egress shall comply with the requirements of Chapter 10 of the International Building Code.
- Exposure of Exterior Walls Hazard for all portions remains at level 3. Existing exterior walls, including openings, shall be accepted.
- Heights and Areas Hazard for events / museum portion changes from level 4 to level 2 – higher hazard. Must comply with Chapter 5, IBC
- Heights and Areas Hazard for office portion remaining at level 4. The height and area of the existing building shall be deemed acceptable (if a separated use from assembly areas).

- Building Importance Classification for events / museum portion changes from level II to level III (IBC 1604) – higher importance.

1101—Historic Buildings: General

- Architect shall provide a written preservation report to the design official describing safety features, structural seismic load path description, and any instances where preservation dictates non-compliance with other chapters of this code.
- Historic buildings need not comply with IBC 2006 1612—Flood hazard
- A special exception to the code exists for historic buildings converted into museums if they are less than 3,000 SF (probably does not apply, due to total size of building even though the museum portion may be less than 3000 sf)

ARCHITECTURAL

1103—Historic Buildings: Fire Safety

- Historic guardrails do not have to meet the requirements of the code for height or openings. Guard rails may remain as is with repair of broken segments (provided they do not compromise accessibility).
- Historic stairway railings. Grand stairways shall be accepted without complying with the handrail and guard requirements. Existing handrails and guards at all stairs shall be permitted to remain, provided they are not structurally dangerous.
- If re-roofing, new roof must meet 2006 IBC.
- If more than one roof, both must be removed prior to re-roofing.
- Per paragraph 1003.12.1 General. Every historical building that cannot be made to conform to the construction requirements specified in the International Building Code for the occupancy or use and that constitutes a distinct fire hazard shall be deemed to be in compliance if provided with an approved automatic fire-extinguishing system.

STRUCTURAL

Change of occupancy

A change of occupancy to a historic earthen building shall be allowed to comply with the provisions of this section for repairs and alterations subject to the conditions listed below. A change of occupancy not meeting these conditions shall comply with the New Mexico Existing Building Code.

1. The calculated occupant load of the new use does not exceed 299.
2. The change of occupancy does not result in the building being placed in a higher seismic, wind, or occupancy category based upon Table 1604.5 of the 2006 New Mexico Commercial Building Code.
3. The change of occupancy does not result in an increase of more than 5 percent in uniform or concentrated loads based on Tables 1607.1 of the 2006 New Mexico Commercial Building Code.

Exception: The code official is authorized to accept existing floors and approve operational controls that limit the live loads on such floors.

606—Alterations Level 1: Structural

- If increasing dead load 5%, affected roof and floor structural components must meet 2006 IBC requirements for dead load.

- If re-roofing, parapet bracing and wall anchors must be installed if seismic category D, E, or F. See chapter 506.1.1 for details.
- If re-roofing, roof diaphragm must be inspected and connections repaired

707—Alterations Level 2: Structural

- Structural strength of existing systems may not be reduced below levels permissible to the 2006 IBC
- If snow drift loads are increased more than 5%, affected structural components must meet 2006 IBC

807—Alterations Level 3: Structural

- If alterations increase seismic shear more than 10%, the engineer must prepare an evaluation and analysis of the altered structure to establish its adequacy – this report to be submitted to building official.
- If alterations to structure affect more than 30% of the building, then analysis must demonstrate compliance with IBC 2006 for wind loading and IEBC 506.1.1 reduced seismic forces—see chapter for details. (Probably not applicable)
- If alterations to structure do not affect more than 30%, then demonstrate that it would have met code when built.

907—Change of Occupancy: Structural

- If gravity load is increased more than 5% due to new occupancy/programming, structure must comply with IBC 2006 (see exception in 1106, below).
- Where the importance factor from table 1604 is increased, the building must comply with snow and wind load requirements of IBC 2006.
- Where the occupancy hazard group is increased, the building must comply with the seismic requirements of the IBC for the new seismic use group.

1106—Historic Buildings: Structural

- Code official may accept non-conforming floors and approve operational controls that limit the live load.

Appendix A—Guidelines for the Seismic Retrofit of Existing Buildings

Chapter A1—Seismic Strengthening Provisions for Unreinforced Masonry Bearing Wall Buildings

- Covers burned clay, concrete or sand-lime brick; hollow clay or concrete block; plain concrete; and hollow clay tile. Does not specifically include un-burned mud (adobe). Building Official could allow some provisions of this appendix to apply (such as testing procedures) but it is unlikely that adobe would conform.
- Does not apply to Occupancy Category III buildings in Seismic Design Category C, D, or E. The Seismic Design Category can only be determined once the existing soils conditions are know.

Structural Action Items:

The following will need to be done as part of any renovation design of the facility but are beyond the scope of this study.

- Consult with Building Official to determine if any of the provisions of the NM Historic Earthen Building Code can apply to reduce the amount of code-required alterations.

- Determine seismic design category when geotechnical boring test results are available.
- Determine wind and snow loads.
- Review IEBC sections listed here.
- Write narrative describing:
  - Parapet bracing and wall anchoring system
  - Diaphragm repair/bolstering
  - Reductions in strength of existing structural components
  - Added live and dead loads
  - Increased seismic forces
  - Increased snow or wind loads
  - Anticipated operational controls
  - An analysis of the structural system, illustrating its adequacy and its conformance with codes that existed at the time of the original construction.

EGRESS

705

- Rooms with occupant load greater than 50 shall have 2 exits
- Panic hardware required on all exit doors
- Corridors must be designated and must have solid core wood doors or approved equivalent, must be continuous to exit, must not have openings/grilles in the walls.
- Stairs shall have 2006 IBC compliant handrails on at least one side

912

- Operable windows can serve as emergency escape and rescue.
- Existing stairs need not be enclosed because building is only 2 floors
- Means of egress shall comply with 2006 IBC, except that corridor construction need only be ½" gypsum or plaster and lath with doors and openings meeting 705.

1103

- Main doors may swing inward if other exits can handle the occupant load
- Alternative exit signage OK if approved by AHJ.

1105

- If official thinks that corridors and doors are workable, then minimum widths and heights need not apply

ACCESSIBILITY

605

- Thresholds must be ¾" max.
- New stairs shall be connected with accessible routes.

912

- Provide at least one accessible entrance

- Provide accessible route to primary function space
- Provide code compliant accessible signage
- Provide accessible parking and route to entrance
- Provide accessible passenger loading zone, where loading zones are provided
- Any of above requirements that are technically infeasible shall conform to the requirements to the maximum extent technically feasible.

APPENDIX B–101

(may not apply since it is not specifically referenced in the adopting ordinance—NM Building Code—to be confirmed with building official)

- Where the state historic preservation officer or Advisory Council on Historic Preservation determines that compliance with the requirements for accessible routes, ramps, entrances, or toilet facilities would threaten or destroy the historic significance of the building or facility, the alternative requirements of Section 1005 for that element are permitted.

FIRE SAFETY

703

- Interior finishes must comply with 2006 IBC

704/804

- Sprinkler system must be added, if it would be required for new construction
- Automatic fire detection and fire alarm system shall be provided

912

- If occupancies are separated per 2006 IBC, then the office portion of the building need not comply with Chapter 8 requirements.
- Must comply with chapter 5 IBC 2006 for height and area limits
- ½" gypsum board or plaster can serve as a 1 hr. area separation
- Vertical shafts shall be protected in accordance with IBC 2006

1103

- Historic finishes may remain, whether or not they meet combustibility requirements
- Stairway enclosure only need be solid walls with tight-fitting doors – no rating is required
- Lath and plaster can be substituted for 1 hr. construction throughout
- General Note: "Every historical building that cannot be made to conform to the construction requirements specified in the IBC for the occupancy or use and that constitutes a distinct fire hazard shall be deemed to be in compliance if provided with an approved automatic fire-extinguishing system."

1105

- Historic buildings may exceed allowable area by 20%
- Alternative accessibility and fire safety solutions are OK if approved by AHJ.
- Existing historic transoms may remain in corridors

MECHANICAL

709

- All habitable rooms shall be provided with mechanical or natural ventilation. Mechanical ventilation shall be at least 5cfm/pp of outdoor air and at least 15 cfm/pp of ventilation.

710/910

- The building shall comply with the intent of the IPC for fixture quantity requirements.

808

- New construction shall comply with energy conservation requirements.

909

- The building shall comply with the intent of the IMC for ventilation requirements.

ELECTRICAL

- Exit lighting and signage must comply with 2006 IBC

708

- All new electric work shall meet 2006 IBC requirements
- Clearances shall be provided for electrical service equipment in accordance with 2006 IBC

A specific analysis based on a change from B occupancy to A-3 occupancy follows.

CODE ANALYSIS SUMMARY CHART

Applicable Codes: 2006 New Mexico and International Codes, The Las Cruces Zoning Code 2001

Property Description

Phsyical Address = 303 Water Street
Parcel Information Map Code = 4-007-135-221-293
Parcel ID = 02-06033
Zip Code = 88004-9002
Lot = PC 123
Block = 12
Subdivision = Original Townsite
Acres = 1.24
R_T_S = 2E 23S 18

IEBC Analysis

• "Work Area Method" of analysis used

• Architect shall provide a written preservation report to the design official describing safety features, structural seismic load path description, and any instances where preservation dictates non-compliance with other chapters of this code.

• Architect shall meet with code official to get a ruling on existing hallways and doors for workability for egress

• Architect shall meet with accessibility panel and code official to come up with alternatives to full access

• Means of Egress Hazard group is changing from 4 (offices) to 3(events), so the building must comply with the seismic requirements of the IBC for the new seismic use group.

• Exposure of Exterior Walls Hazard for all portions remains at level 3

• Heights and Areas Hazard for event area changing from level 4 to level 2, so these areas must comply with the heights and areas requirements of the IBC for the newoccupancy group and construction type

• Heights and Areas Hazard for office portion remaining at level 4

Design Occupant Load - Based on IBC Requirements		**746**
A-2:	306 occupants	
A-3:	401 occupants	
B:	39 occupants	

Occupancy Classification **A-3**

Existing Occupany: B for Offices
Proposed Mixed Use Occupancy: A-3 Museum Exhibit Space, A-3 Event Space, A-2 Restaurant and Bar, and B - Offices
Separated Uses: Group A-3 and A-2 require a 1 hr. separation from occupancy group B in a sprinklered building. Is achievable with historic materials
Non-Separated Uses: Allowable if building is sprinklered and most stringent use is used to calculate allowable area
Building Importance Classification - III (per IBC table 1604.5)

Building Construction Type **VB**

Area and Height Limitations	Area per Table 503	Frontage Increase	Automatic Sprinkler	Historic Building Increase	**Total**
		50%	200%	20%	
Allowable Area per Floor(sq. ft.)	6,000	3,000	12,000	4,200	**25,200**
Allowable Height					**2 Story**

No separation required between A-3 and B occupancies, since A-3 (most stringent) is used to calculate allowable area
Smoke separation at mechanical rooms w/ equipment over 400,000 btu/hr
Smoke separation at storage areas over 100 sqft.

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CODE ANALYSIS SUMMARY CHART (CONT'D)

Actual Enclosed Building Area (for Selected Design Option)			Within Limit?
First Floor Existing (after selective demolition)		**10,090**	
First Floor New Construction		**4,406**	
First Floor Total		**14,496**	Yes
Second Floor Existing		**6,220**	
Second Floor New Construction		**580**	
Second Floor Total		**6,800**	Yes
Total	2 Floors	**20,716**	

Interior Finishes

Class C finishes allowed in rooms, Class B required in corridors and exit access; historic finishes may remain

Egress Requirements (spinklered building)	Required	Provided	Passes?
Corridor Requirement	0	0	
(IEBC allows existing plaster or drywall and properly fitting doors in lieu of rated materials)			
Egress Exit Width	112 inches	238 inches	Yes
Exits = (3), min.	3 (min.)	4	Yes
Maximum Exit Distance	250 feet	112 feet	

Plumbing Fixtures		Required	Existing	Proposed	Passes?
Male:	Toilets (50% urinals)	2	2	2	Yes
	Lavatories	2	2	3	Yes
	Urinals	2	0	3	Yes
Female:	Toilets	6	3	6	Yes
	Lavatories	2	2	3	Yes
Unisex Toilet and Shower Room	Toilets	1	0	2	Yes
	Lavatories	1	0	2	Yes
Drinking Fountains		2	2	2	Yes
Service Sinks		1	1	1	Yes

Parking Calculations

Zoning Administrator indicated that since the site is adjacent to the Downtown Overlay District and since the City owns many nearby lots, parking will probably not be required to comply with these requirements.

Parking required by zoning ordinance	92	
Detailed Breakdown		
	13	*1226 sqft of patio area (1 per 100 SF)*
	19	*94 dining seats (1 per 5 seats)*
	10	*2000 sqft of bar area (1/200 SF)*
	40	*197 max occ. for event space (1 per 5 occupants)*
	2	*410 sf gift shop (1 per 350 SF)*
	6	*2500 sf office space (1 per 450 SF)*
	2	*970 sf museum (1 per 600 SF)*
Accessible	4	
Van	1	
Bicycle	20	(1 space per 1000 gross square feet of floor area)

On-Site Parking Proposed			Passes?
Total	49	spaces	NA
Accessible	4	spaces	Yes
Van	1	spaces	Yes
Bicycle	20	spaces	Yes
Off-Site Parking Required	43	spaces	

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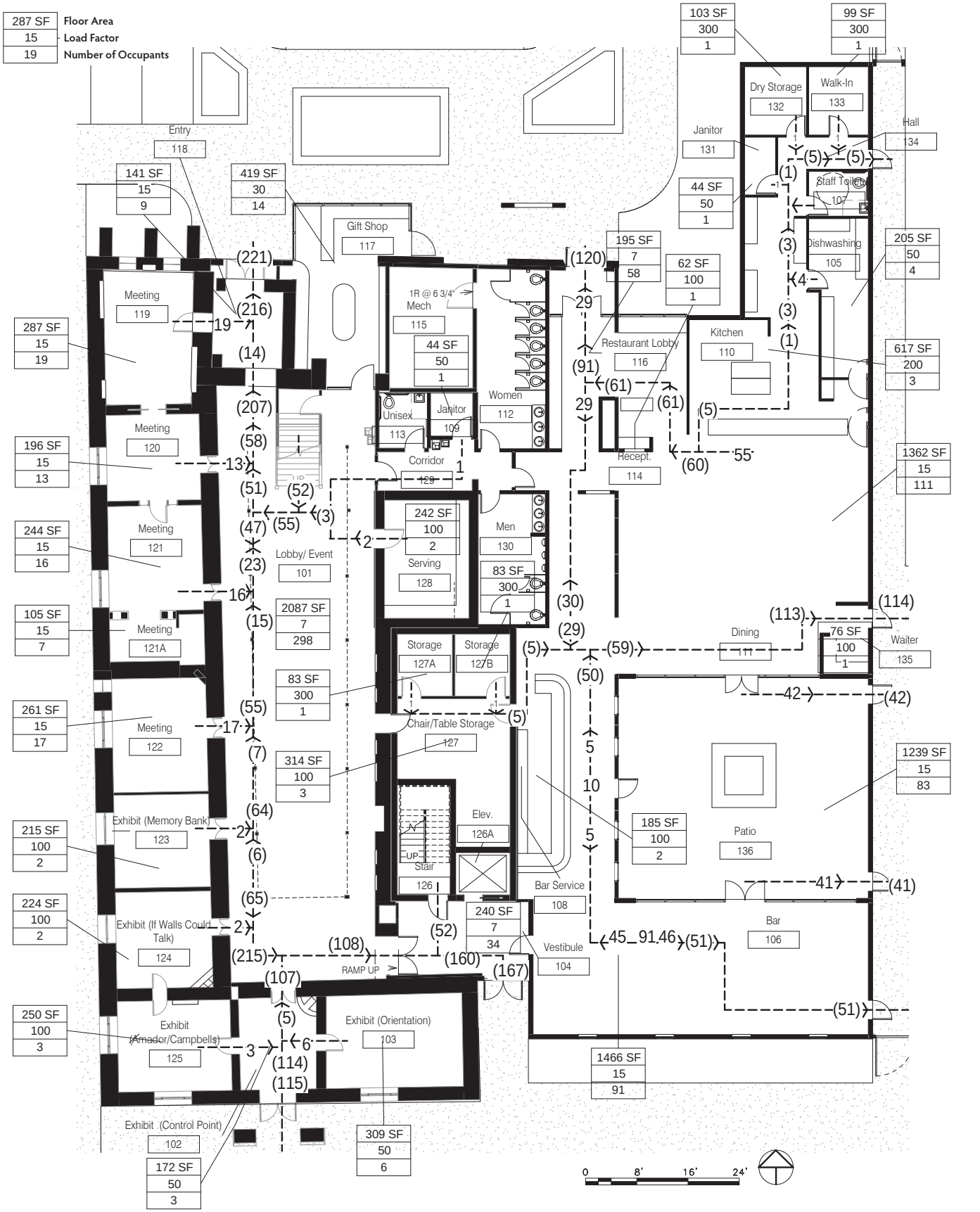
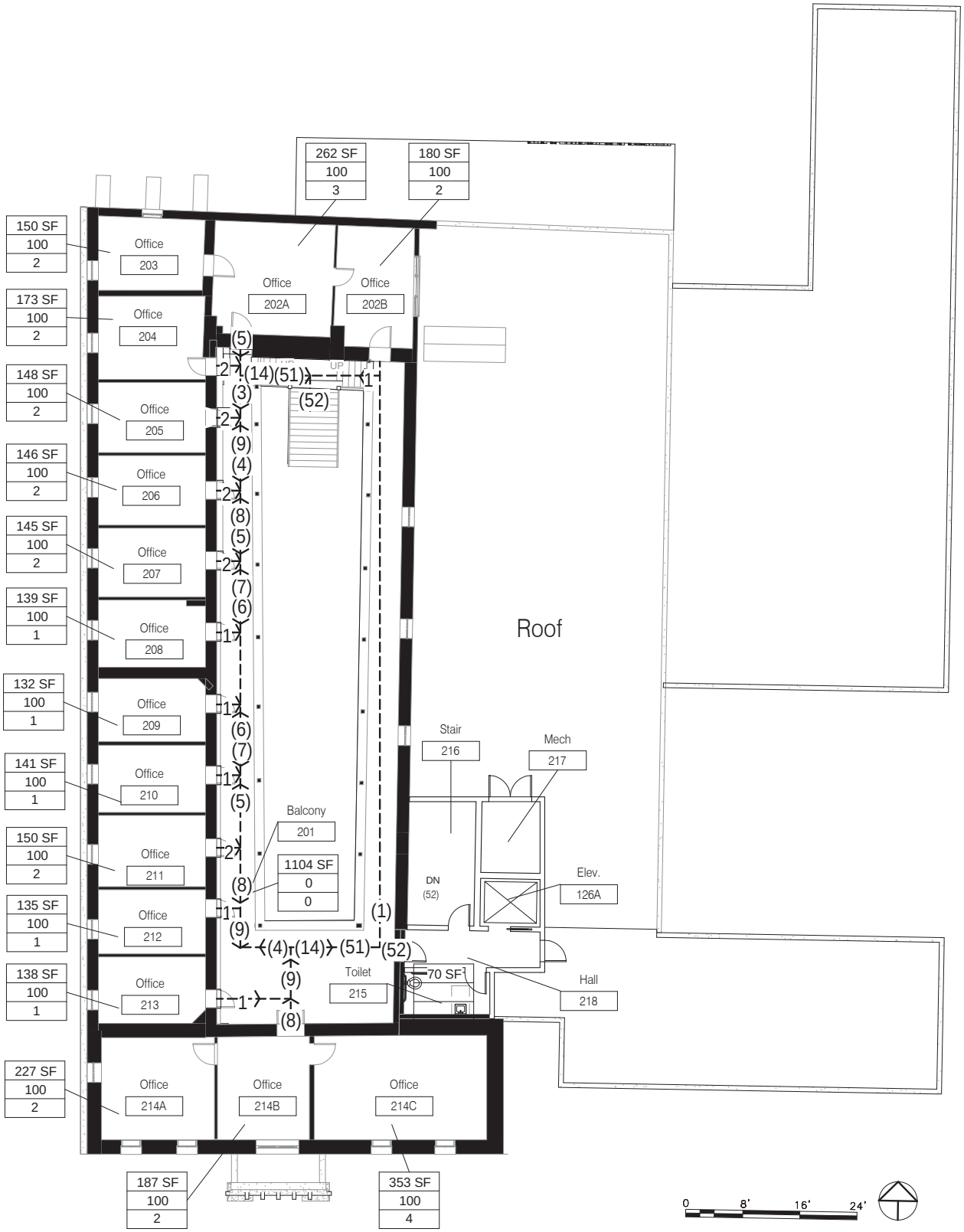
CODE ANALYSIS—First Floor Occupant Load / Egress Plan



CODE ANALYSIS—Second Floor Occupant Load / Egress Plan



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BUDGET ESTIMATE DETAIL

Item	Description	Quantity Low	Quantity High	Unit	Low Unit Cost	Low Extension	Low Total	High Unit Cost	High Extension	High Total
CITY OF LAS CRUCES /AMADOR FOUNDATION COSTS										
SITE WORK							**$327,202**			**$376,788**
	Demolition									
	Asphalt	4000	4000	sy	$5	$19,200		$5	$19,200	
	Concrete Paving	422	422	sy	$13	$5,485		$13	$5,485	
	Curb and Gutter	761	761	lf	$4	$3,333		$4	$3,333	
	Parking Lot Grading	2556	2556	sy	$6	$15,336		$10	$25,560	
	Regrading at west side	250	250	cy	$18	$4,500		$25	$6,250	
	Asphalt Paving	2556	2556	sy	$14	$35,778		$16	$40,889	
	Striping	1130	1130	lf	$0	$486		$0	$486	
	Concrete walks	13750	13750	sf	$5	$68,750		$5	$68,750	
	Curb and Gutter	615	615	lf	$13	$7,995		$13	$7,995	
	Utilities					$0			$0	
	Move transformer	1	1	ls	$25,000	$25,000		$25,000	$25,000	
	Sewer upgrades	1	1	ls	$3,500	$3,500		$3,500	$3,500	
	Water line reroute	150	150	lf	$18	$2,700		$18	$2,700	
	New Fire Line	200	200	lf	$20	$4,000		$20	$4,000	
	New Fire Hydrant	1	1	ea	$2,500	$2,500		$2,500	$2,500	
	Gas line reroute /upsize	76	76	lf	$15	$1,140		$15	$1,140	
	Landscaping	10000	10000	sf	$3	$30,000		$5	$45,000	
	Site furnishings	1	1	ls	$10,000	$10,000		$10,000	$10,000	
	Dumpster enclosure	1	1	ea	$4,500	$4,500		$4,500	$4,500	
	Curb cuts/Drive Pads	2	2	ea	$4,000	$8,000		$4,000	$8,000	
	Drainage systems					$0			$0	
	West side of Building	1	1	ls	$5,000	$5,000		$10,000	$10,000	
	Parking lot	1	1	ls	$25,000	$25,000		$35,000	$35,000	
	Patio/east side	1	1	ls	$5,000	$5,000		$7,500	$7,500	
	Site Lighting	1	1	ls	$40,000	$40,000		$40,000	$40,000	
HISTORIC STRUCTURE RENOVATION AND RESTORATION (See detailed back-up)							**$1,064,935**			**$2,002,267**
1970's ADDITION RENOVATIONS (SUPPORT AREAS)							**$877,875**			**$953,075**
	Demolition									
	Demolish Drive-up Bank Building Canopy and columns incl	1	1	ls	$7,966	$7,966		$7,500	$7,966	
	Saw-cut 1970 lobby CMU walls	360	360	in.ft.	$5	$1,697		$4	$1,697	
	Saw-cut 1970 miscellCMU walls	1,000	1,000	in.ft.	$5	$4,715		$4	$4,715	
	Demolish 1970's bank lobby walls (12 "CMU)	1,920	1,920	sf	$1	$2,535		$1	$2,535	
	Demolish miscell 1970's walls (8 "CMU)	1,133	1,133	sf	$1	$1,335		$1	$1,335	
	Sawcut vault walls	70.00	70.00	sf	$71	$4,951		$60	$4,951	
	Sawcut vault ceiling, floor-at elev	104.00	104.00	lf	$160	$16,672		$136	$16,672	
	Concrete vault demo removal	18.00	18.00	cy	$295	$5,304		$250	$5,304	
	Remove bank lobby roof structure	1.00	1.00	ls	$2,357	$2,357		$2,000	$2,357	
	Remove Faux Sair/Landing	1	1	ls	$589	$589		$500	$589	
	Remove Carpet	2,500.00	2,500.00	sf	$0	$295		$0	$295	
	Remove Lay-in Celings	2600	2600	sf	$1	$1,992		$1	$1,992	
	Remove Gyp Board Celings -	600	600	sf	$2	$1,061		$2	$1,061	
	Remove gyp bd/frame walls	2200	2200	sf	$3	$5,990		$2	$5,990	
	Remove plumbing fixtures	9	9	sf	$59	$530		$50	$530	
	Saw-cut slab for new toilets/entry/	208	208	lf	$3	$699		$3	$699	
	remove slab for new toilets/entry/gift shop	15	15	cy	$108	$1,627		$92	$1,627	
	Disposal/dump fees	200	200	ea	$17	$3,334		$12	$3,334	
						$63,650			$63,650	
	Renovations									
	Toilet areas	627	627	sf	$300	$188,100		$300	$188,100	
	Restaurant areas	1593	1593		$125	$199,125		$150	$238,950	
	Other areas	1261	1261		$200	$252,200		$225	$283,725	
	Gift Shop	154	154		$200	$30,800		$225	$34,650	

Stair/Elevator core	1	1	$144,000	$144,000		$144,000	$144,000	
RESTAURANT/BAR/ ADDITION (SHELL ONLY)					**$715,830**			**$855,550**
Building (Shell only - Tenant Improv. by operator)	4500	4500 sf	$150	$675,000		$175	$787,500	
Patio	1361	1361 sf	$30	$40,830		$50	$68,050	
Subtotal Construction					**$2,985,843**			**$4,187,679**
Contingency for scope change	10%				$298,584			$418,768
General Conditions	8%				$262,754			$368,516
O&P	6%				$212,831			$298,498
Bond	2%				$75,200			$105,469
Subtotal					$3,835,212			$5,378,930
NMGRT	7.4375%				$285,244			$400,058
Total Construction					**$4,120,456**			**$5,778,988**
Construction Contingency (for Change Orders etc)	15%				**$618,068**			**$866,848**
Furnishings/Equipment					**$706,800**			**$887,500**
Exhibits	1 ls	ls	$646,800	$646,800			$787,500	
Events Furnishings/Equipment	1 ls	ls	$60,000	$60,000			$100,000	
Subtotal FFE								
Escalation	3 years @	3.5% /year=			**$571,759**	/year=	$0	**$791,000**
Total Construction, FFE & Esacalation					**$6,017,084**			**$8,324,336**
FEES, HAZARDOUS MATERIALS, MISCELLANEOUS EXPEENSES					**$1,048,545**			**$1,450,415**
Professional A/E fees (including Survey, soils tests)	12%			$722,050			$998,920	
Exhibit Design Fees	1	ls	$253,546	$253,546		$253,546	$253,546	
Hazardous materials survey	1	ls	$4,500	$4,500		$4,500	$4,500	
Hazardous Materials Removal Allowance	1	ls	$25,000	$25,000		$150,000	$150,000	
Utility Expansion/development fees	1	ls	$13,449	$13,449		$13,449	$13,449	
Printing/reproduction/reimbursible expenses	1	ls	$30,000	$30,000		$30,000	$30,000	
TOTAL PROJECT COST (Excluding Costs by Retaurant Operator)					**$7,065,629**			**$9,774,752**
RESTAURANT OPERATOR COSTS								
Finish Out of Restaurant					**$669,714**			**$830,394**
Finish-out New Construction	4238	4238 sf	$75	$317,850		$100	$423,800	
Finish-out renovation	1593	1593 sf	$100	$159,300		$125	$199,125	
Kitchen Equipment	1	1 ls	$125,000	$125,000		$125,000	$125,000	
Restaurant Furnishings	5%	of restaurant cost		$67,564			$82,469	
General Conditions	8%				$38,172			$49,834
O&P	6%				$30,919			$40,366
Bond	2%				$10,925			$14,262
Subtotal					$80,016			$104,462
NMGRT	7.4375%				$61,712			$77,299
Total Construction					**$698,895**			**$909,148**
Construction Contingency (for Change Orders etc)	15%				**$104,834**			**$136,372**
Escalation	3 years @	3.5% /year=			**$84,392**	/year=		**$109,780**
Professional fees	8%				**$71,050**			**$92,424**
TOTAL COSTS TO RESTAURANT OPERATOR					**$959,170**			**$1,247,724**
TOTAL PROJECT COSTS					**$8,024,799**			**$11,022,476**

HISTORIC BUILDING BUDGET ESTIMATE DETAIL

Item	Description	Quantity Low	Quantity High	Unit	Unit Cost Low	Extension Low	Totals Low	Unit Cost High	Extension High	Totals High
HISTORIC STRUCTURE										
2000	**Demolition (Exterior)**									
	Remove stucco at historic structure	7312	7312	sf	$5.00	36,560		$7.00	51,184	
	Repair/Replace roof deck	551	5510	sf	$2.60	1,433		$4.00	22,040	
	Remove roofing @ Historic Structure	5510	5510	sf	$1.00	5,510		$1.50	8,265	
	Disposal/Dump fees (incl interior work)	1	1	ls	$2,500.00	2,500		$5,000.00	5,000	
							46,003		0	**86,489**
2000	**Demolition (Interior)**									
	Demolish Drive-up Bank Building Canopy and columns incl disposal	1.00	1.00	ls	$7,500.00	7,500		$10,000.00	10,000	
	Remove Carpet	9,823.00	9,823.00	sf	$0.10	982		$0.10	982	
	Remove plywood/MDF @ Lobby floor	2,153.00	2,153.00	sf	$0.52	1,120		$0.52	1,120	
	Remove fur-outs at walls - Lobby	1833	1833	sf	$1.05	1,925		$1.20	2,200	
	Rooms 203-213	630	2520	sf	$1.05	662		$1.20	3,024	
	Remove Lay-in Celings	2606	2606	sf	$0.65	1,694		$0.65	1,694	
	Remove Lay-in Celings - West rooms	2100	2100	sf	$0.65	1,365		$0.65	1,365	
	Remove Gyp Board Celings - Upper lobby	2151	2151	sf	$1.25	2,689		$1.50	3,227	
	Rooms 203-213	399.25	1597	sf	$1.00	399		$1.25	1,996	
	Remove Ductwork/conduit ect at lobby	1	1	ls	$20,000.00	20,000		$30,000.00	30,000	
	Remove Fan Coils/Conduit etc at West/north/south rooms	11	11	ls	$100.00	1,100		$200.00	2,200	
	Remove Gyp Board fascia at lobby balcony	704	704	sf	$1.05	739		$1.20	845	
	Remove non-historic doors	25	30	ea	$25.00	625		$50.00	1,500	
	Cut new openings in adobe walls	52	100	lf	$83.00	4,316		$100.00	10,000	
	Remove column covers	16	16	ea	$25.00	400		$100.00	1,600	
	Cut new return air penetrations	8	12	ea	$200.00	1,600		$500.00	6,000	
	Remove concrete slabs and excavate	505	505	sf	$4.50	2,273		$6.00	3,030	
	Cut hole for skylight incl. reframe	1	1	ls	$1,500.00	1,500		$3,000.00	3,000	
							50,888		0	**83,782**
03000	**Concrete**								0	
	Miscell underpinning	1	1	ea	$25,000.00	25,000		$100,000.00	100,000	
									0	
							25,000		0	**100,000**
04000	**Masonry**								0	
	Repair Adobe	1	1	ls	$10,000.00	10,000		$50,000.00	50,000	
							10,000			**50,000**
05000	**Metals**									
	Miscell reinforcing beams etc	1	1	ea	$10,000.00	10,000		$40,000.00		
							10,000			**0**
06000	**Wood and Plastics**									
	Repair damaged joists at lobby ceiling/balcony	1	1	ls	$5,000.00	5,000		$30,000.00	30,000	
	Repair/New wood plank floor at lobby	430.6	2153	sf	$5.00	2,153		$7.00	15,071	
	Repair/replace wood plank floor at remainder of 1st floor	505	2525	sf	$5.00	2,525		$7.00	17,675	
	Repair/replace wood plank floor at 2nd floor offices	594	2970	sf	$5.00	2,970		$7.00	20,790	
	Repair/level wood plank floor at balcony	594	2970	sf	$6.00	3,564		$15.00	44,550	
	Replace/repair Wall Base	110	1100	lf	$8.00	880		$10.00	11,000	
	Lower balcony railings	17	17	sections	$1,500.00	25,500		$2,500.00	42,500	
	Repair/replace false beams at 1st floor rooms	250	1000	lf	$5.00	1,250		$10.00	10,000	
	Repair vigas/deck at entry porch	1	1	ls	$2,000.00	2,000		$8,000.00	8,000	
	Structural reinforcing/replacement of first floor	9,823.00	9,823.00	sf	$5.00	49,115		$10.00	98,230	
	Reconstruct molding a balcony fascia	326.00	326.00	sf	$5.00	1,630		$10.00	3,260	
							96,587			**301,076**
07000	**Thermal and Moisture**									
	2" polyiso roof insulation	5510	5510	sf	$1.30	7,163		$1.50	8,265	
	New roofing membrane	5510	5510	sf	$4.00	22,040		$5.50	30,305	
	New metal Coping	280	280	lf	$25.00	7,000		$25.00	7,000	

												45,570
08000	**Doors and Windows**											
	Recondition historic windows	30	30	ea	$1,200.00	36,000			$2,500.00	75,000		
	Interior storm windows	30	30	ea	$150.00	4,500			$300.00	9,000		
	Replace interior panel doors at first floor	6	6	ea	$2,500.00	15,000			$4,000.00	24,000		
	Replica screen doors	5	5	ea	$500.00	2,500			$750.00	3,750		
	Replica exterior doors	2	2	ea	$3,500.00	7,000			$6,000.00	12,000		
	New doors at second floor	16	16	ea	$400.00	6,400			$700.00	11,200		
	Reconstructed skylight complete	1	1	ls	$8,000.00	8,000			$20,000.00	20,000		
							79,400					**154,950**
09000	**Finishes**										**36,203**	
	New exterior stucco	812	812	sy	$52.00	42,247			$70.00	56,840		
	New interior plaster (at exterior walls and interior adobe)	368	1471	sy	$42.50	15,625			$50.00	73,528		
	Paint prep	40000	40000	sf	$0.60	24,000			$0.80	32,000		
	Paint wood soffits at Lobby/balcony	3611	3611	sf	$1.50	5,417			$3.00	10,833		
	Paint windows	30	30	ea	$100.00	3,000			$150.00	4,500		
	Paint walls	18380	18380	ea	$0.65	11,947			$0.80	14,704		
	Paint ceilings 1st & 2nd fl rooms	5500	5500	ea	$0.70	3,850			$0.95	5,225		
	Paint interior doors	26	26	ea	$55.00	1,430			$70.00	1,820		
	Paint Balcony Railings	650	650	sf	$2.40	1,560			$3.00	1,950		
	Paint column, fascia, beams, stair	1	1	ls	$1,500.00	1,500			$2,500.00	2,500		
	New wallpaper	600	4,000	sf	$4.50	2,700			$6.00	24,000		
	Restore old wallpaper	1	1	ls	$2,500.00	2,500			$5,000.00	5,000		
	finish and paint floors	7700	7700	sf	$1.40	10,780			$2.00	15,400		
	Miscellaneous patching and wall infill	1	1	ls	$5,000.00	5,000			$10,000.00	10,000		
							131,555					**258,300**
10000	**Specialties**										**50,000**	
	Replica neon Sign	1	1	ls	$50,000.00	50,000			$100,000.00	100,000		
							50,000					**100,000**
15000	**Mechanical**										**331,800**	
	HVAC	7900	7900	sf	$40.00	316,000			$60.00	474,000		
	Fire Protection	7900	7900	sf	$2.00	15,800			$4.00	31,600		
							331,800					**505,600**
16000	**Electrical**										**197,500**	
	Electrical	7900	7900	sf	$25.00	197,500			$35.00	276,500		
							197,500					**276,500**

Kells + Craig Architects

REVISED
FORM A

APPLICATION FOR REGISTRATION
NEW MEXICO STATE REGISTER OF CULTURAL PROPERTIES
STATE PLANNING OFFICE, SANTA FE

1. Name of Property:
   Amador Building (formerly Amador Hotel)

2. Location of Property:
   N.E. corner of Amador and Water Streets

3. Nature of Property:
   Building(s) (X) District or Area ( ) Object ( ) Other ( )
   Description and present condition.
   Good condition. Building remodelled 1969-1970

4. Owner, name and address:
   Citizens Bank of Las Cruces, Albert Armijo, President

5. Present use of Property:
   Bank

6. Has property been:
   a. listed in a municipal or other register? Yes (X) No ( )
   b. plaqued or otherwise designated as worthy of preservation? Yes (X) No ( )
   c. recorded in the Historic American Buildings Survey? Yes ( ) No ( )
   If any of above questions are answered "Yes", give details.
   Designated worthy of preservation by Dona Ana County Historical Society, 1969.
   On State Register of Cultural Properties, March 21, 1969.

7. Name and address of organization or individual submitting this application:
   Dona Ana County Historical Society and others

8. Tell why property is important. List documentary sources, etc.
Structure originally built for hotel by Martin Amador in 1850. Remodeled in 1969-70 for use as commercial bank. The patio (of recent date) on the east side of the building was removed. New doors installed and vaults and other bank equipment built in. The structural integrity of the building is intact, and a great deal of the historic character of the building is intact.

Continuation of registration recommended and approved.

9. Names and addresses of persons preparing this application material:

(a) Inventory data by: George H. Ewing Date: 6/ 1/72

(b) Recent photograph by: Date: _____

(c) Recent map by: Date: _____

SPACE BELOW FOR PLANNING OFFICE USE

Date Form A received: _____ Initial application complete ( )
incomplete ( )

Action of Reveiw Committee and date: _____

Date applicant advised of Committee action: _____

Nominated to National Register: Yes ( ) Date: _____ No ( )

Amador Building
Amador and Water Streets

Amador Hotel
photograph courtesy of Citizens Bank

Martin Amador owned a freight line operating between the City of Chihuahua and Santa Fe and his use of Las Cruces as a rest stop was one of the events that led to the development of the town. Sometime about 1850, he had an adobe building with three-foot thick walls erected as a place for his drivers to stay, safe from Apaches. After the county court house in Dona Ana was flooded out, Don Martin, who had become probate judge, had the courthouse moved to his building in Las Cruces. From 1852 to 1855 it was the Dona Ana County Courthouse, which it was again later, in 1882 to 1883, after the county offices were moved back from Mesilla. The building also served as post office and jail, and the large central room was sometimes used as a theatre.

But the building is best known as the Amador Hotel, which served travelers for over one hundred years. Freighters, cavalry officers, lawmen, cowboys, miners, and merchants used the rooms that originally had names such as "Wild Rose Bud", and later were called by women's names such as "Juanita," and "Mercedes." One of the most famous guests to stay at the hotel was Mexico's great statesman and president, Benito Juarez, for whom the city El Paso del Norte changed its name in the 1880's.

The Louis E. Freudenthal Home

This home of Rio Grande Pueblo architecture was designed by O. H. Thorman and built with baderadobe walls in 1934. Upon the architect's advice stucco was not applied to the outer walls for two years and as a result no cracks have ever appeared. The house is approached through a low walled court sheltered between two wings with the doorway and fenestration in perfect proportion and placement.

Ingenious and efficient use of space gives ample room for reception rooms in one wing, with a family room and workshops and bedrooms in the other. From the tiled entry hall short flights of steps lead down to the basement and up to the corridor which continues to a railed balcony above the back patio. Flooring, vigas on the first level, hand wrought bannisters, hardware and lighting fixtures are all in harmony. Of special interest are the Tudor brass chandelier in the dining room which is an exact reproduction of one in the palace of William of Orange in The Hague and the bell dated 1630 which is used at the front door.

The rooms are open to a charming patio walled by a small apartment, garages, and workrooms entered in a manner that preserves the shaded, fruitful privacy. The furnishings include family antiques and treasures acquired by the widely traveled Freudenthals. Especially notable are a needlepoint tapestry made by Amalia Freudenthal, Mr. Louis's mother, and a Steck piano sent to Las Cruces on one of the first trains to arrive in the valley.

Beauty has followed function perfectly in the Freudenthal house so carefully planned to adhere to regional architecture.

* * * * * * *

Buildings Designated as Worthy of Preservation

During this period of rapid movement, rapid expansion, and forward thrust, a reflective pause is needed to assess the present in terms of lasting values of the past. Buildings which have endured the passage of time and have been a part of the historic panorama in the Mesilla Valley are a part of those lasting values. The Dona Ana County Historical Society brings attention to two structures deemed of importance to the community and designates them worthy of preservation. One is the Amador Hotel, owned by Mr. and Mrs. Martin Amador Campbell. The other is a home, the residence of Mr. and Mrs. J. Paul Taylor, located on the west side of the plaza in La Mesilla.

The Amador Hotel

In 1850, Don Martin Amador established a rooming house in Las Cruces, primarily to serve freighters and passengers on his freight lines between Chihuahua, Mexico, and Santa Fe. As decades passed, the Amador family became hosts, not only to travelers, but to Mesilla Valley residents who came to the Amador Hotel for bailes (social dances), theatrical performances, social and political gatherings. Once, while a new courthouse was being built, Don Martin, a Probate Judge of the Territory of New Mexico, held court at the Amador. He used another room as jail. For men of the 7th Cavalry, stationed at Fort Selden and Fort Fillmore, Don Martin's hotel provided the only nearby entertainment center. Later, people came to the Amador to see the first electric light in Las Cruces and to note how the Amador family continually modernized the building without destroying its basic charm. Today, Martin Amador Campbell, grandson of Don Martin, retains ownership of the hotel, which is still open for business. He preserves there countless relics of historic value, and he sees that the building itself is saved as a historic landmark.

The Amador Hotel is of Mexican colonial design--rare in that it is of two stories. Back in the days of Don Martin Amador, the five-foot thick adobe walls were laid on the ground, without foundations. When Frank Campbell married Don Martin's youngest daughter, Corina, Campbell gave her as a wedding gift a foundation for the hotel. To lay the foundation, workers dug a hole eight to ten feet long near

THE WALL, LAID A SECTION OF CONCRETE FOUNDATION, SKIPPED A LENGTH, LAID ANOTHER SECTION. AS THE FOUNDATION DRIED, THEY FILLED IN THE REMAINING SECTIONS. MARTIN AMADOR CAMPBELL REMEMBERS THE ADDING OF THE PRESENT FLOOR, WHICH LIES ON TOP OF THREE OTHERS. TWO ROOFS HAVE BEEN ADDED ON TOP OF THE ORIGINAL. STAIRS AT THE NORTH END OF THE LOBBY HAVE REPLACED THE STAGE ONCE USED FOR THEATRICAL PERFORMANCES, AND A CARRIAGE THAT ONCE BROUGHT CUSTOMERS FROM THE RAILROAD DEPOT TO THE AMADOR IS MERELY A PATIO DECORATION NOW.

THROUGHOUT THE AMADOR, THE FAMILY'S ANTIQUE FURNITURE, ART COLLECTION, CURIOS FROM AROUND THE WORLD, AND RELICS OF SOUTHWESTERN HISTORY BLEND INTO THEIR SETTING. A ROOM WHERE GUESTS STAY MAY HAVE A CANOPIED FOUR POSTER, MAHOGANY BUREAU, ANTIQUE ROCKING CHAIR. CORINA AMADOR CAMPBELL PAINTED ON SOME HOTEL WALLS FRESCOES DEPICTING EARLY NEW MEXICO HISTORY. SHE ALSO BEGAN THE CUSTOM OF NAMING VARIOUS ROOMS IN HONOR OF FAMILY MEMBERS AND FRIENDS. FOR INSTANCE, THE ROOM "ANITA" NOW HONORS MRS. MARTIN AMADOR CAMPBELL. IT WAS THE CLOSEST SPANISH EQUIVALENT OF "ANNIE LAURIE." ABOUT THIRTY-FIVE YEARS AGO, THE FAMILY BOUGHT IN MEXICO CITY BEDROOM FURNITURE THAT ONCE BELONGED TO EMPEROR MAXIMILIAN. ALSO ON DISPLAY IS A BED USED IN 1864 BY PRESIDENT BENITO JUAREZ, "THE GREAT LIBERATOR OF MEXICO."

MOST STRIKING WORK OF ART IN THE HOTEL IS A PAINTING OF THE MADONNA, SURROUNDED BY CHERUBIMS, BY TOMASO MARTINEZ OF SEVILLE, STUDENT OF SPANISH MASTER PAINTER BARTOLOME MURILLO. AFTER CAREFULLY RESTORING THE PAINTING, MARTIN AMADOR CAMPBELL HUNG IT ON DISPLAY AT THE TOP OF THE LOBBY STAIRCASE. IN THE LOBBY, BEHIND HERMETICALLY SEALED GLASS PANELS, ARE TWO SMALLER PAINTINGS BY MURILLO HIMSELF.

ONLY AN EXPERT MUSEUM WORKER COULD CATALOG THE OTHER ITEMS IN THE AMADOR HOTEL. DON MARTIN SAVED SUCH DIVERSE MEMORABILIA AS THE HIDE OF A BUFFALO HE SHOT, AN ANCIENT INDIAN BLANKET WOVEN IN MEXICO, A LEATHER-BOUND HYMNAL OF 1772. THE LOBBY ALSO HOLDS A TEAKWOOD DESK, DOLLS FROM AROUND THE WORLD, BRONZE INCENSE BURNER, HIDES OF BENGAL TIGERS, INDIAN ARTIFACTS. THERE IS A LIFE-SIZED FIGURE OF MATADOR MIGUEL LOPEZ, DRESSED IN THE CAPE AND SUIT WHICH HE WORE WHEN HE WAS GORED TO DEATH IN OAXACA, MEXICO. MANTILLAS WORN BY LADIES OF THE AMADOR FAMILY AND A STATUE OF THE INFANT JESUS CHERISHED BY THE FAMILY ARE DISPLAYED IN THE HOTEL. MR. AND

MRS. CAMPBELL NOW MOURN THE LOSS OF A LARGE PRINT OF "CUSTER'S LAST STAND" WHICH RECENTLY DISAPPEARED FROM A WALL. NOT SO VALUABLE AS MANY OTHER OBJECTS IN THE AMADOR, IT WAS STILL OF SENTIMENTAL VALUE TO THE FAMILY THAT ONCE PLAY HOST TO CUSTER'S 7TH CAVALRY.

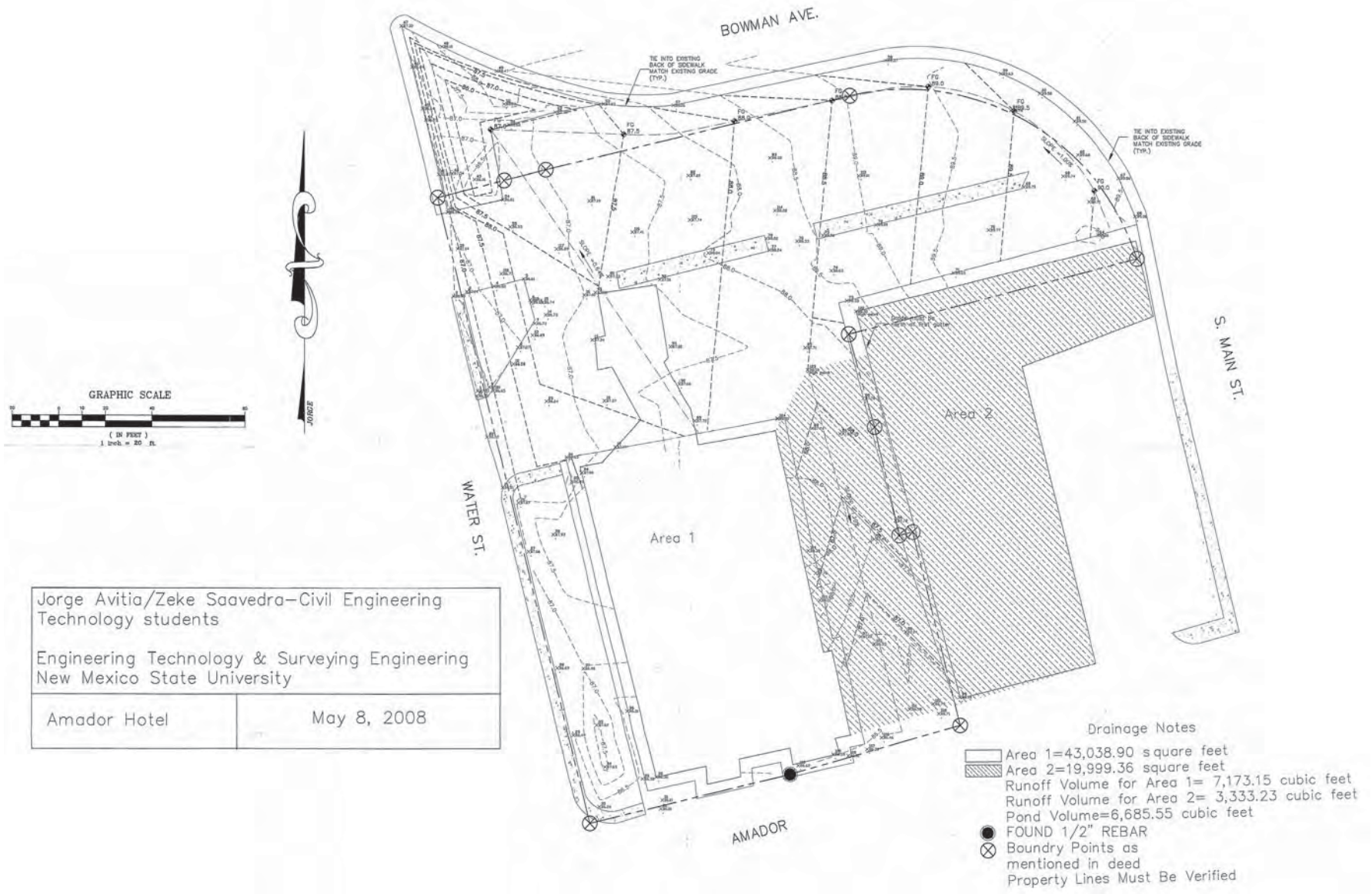
THE AMADOR FAMILY HAS ACTED NOT SIMPLY AS BUSINESS PEOPLE PROVIDING HOTEL SERVICE, BUT AS GUARDIANS OF A HISTORIC BUILDING AND ITS CONTENTS. PRESENT DAY LAS CRUCENS SHOULD RECOGNIZE THAT THE AMADOR HOTEL IS A UNIQUE RECORD OF NEW MEXICO'S HISTORY. THEY SHOULD ALSO JOIN MR. AND MRS. MARTIN AMADOR CAMPBELL IN SEEING THAT THE HOTEL IS PRESERVED FOR FUTURE GENERATIONS.

THE J. PAUL TAYLOR HOME

COINS, MUSKET BALLS, AND A DRAGOON'S BUTTON CONFIRM TRADITION THAT A HOUSE EXISTED ON THE SITE OF THE J. PAUL TAYLOR HOME AS FAR BACK AS LA MESILLA'S HISTORY GOES. THE EARLIEST RECORDS SHOW THAT RAFAELA BARELA BUILT A HOUSE THERE IN THE EARLY 1850'S AND THAT HER SON, SHERIFF MARIANO BARELA OPERATED A STORE IN THE ROOM TO THE EAST OF THE LIVING QUARTERS. LATER, OCCUPANTS INCLUDE CHARLES REYNOLDS; FATHER JEAN GRANGE, THE FRENCH PRIEST WHO HELD CATECHISM CLASSES IN THE FRONT ROOMS FOR MANY YEARS; MRS. ALIDIB WHO FOUND SANCTUARY IN THE OLD HOUSE DURING THE MEXICAN REVOLUTION; AND NOW PAUL AND MARY DANIELS TAYLOR.

BUILT FLUSH WITH THE SIDEWALK, THE HOUSE IS ENTERED THROUGH A ZAGUAN THAT CONTINUES BESIDE THE RECEPTION ROOMS TO THE DINING ROOM. ONE CAN MOVE ON THROUGH THE KITCHEN TO ADDITIONAL BEDROOMS OR MOVE TO ANOTHER ZAGUAN WHICH CONNECTS ANOTHER BEDROOM WING. WALLED BY THE STORE BUILDING WHICH IS PART OF THE PROPERTY, THE ZAGUAN OPENS TO A SECLUDED PATIO AND OFFERS ENTRY TO THE ROOMS THAT SURROUND IT. FROM ITS DOOR ON THE MESILLA PLAZA THE TAYLOR HOUSE EXTENDS THROUGH A DOZEN ROOMS, BESIDE AN APARTMENT FOR MRS. DANIELS, WHICH WAS THE ORIGINAL BARN, THROUGH WORKSHOPS AND STORAGE SPACE--THE ORIGINAL CARRIAGE HOUSE--TO THE CALLEJON ARROYO BEHIND. SEVEN OF THE MAIN ROOMS HAVE FIREPLACES IDENTICAL IN MEASUREMENTS WITH THOSE THAT WERE BUILT AT FORT FILLMORE.

SOME REMODELING OF THE ANCIENT STRUCTURE WAS DONE BY EARLIER OWNERS WHO OPERATED THE STORE AND LIVED IN THE ADJACENT QUARTERS, BUT THE PRESENT RESTORATION IS THE WORK OF THE TAYLORS WHO DID MUCH

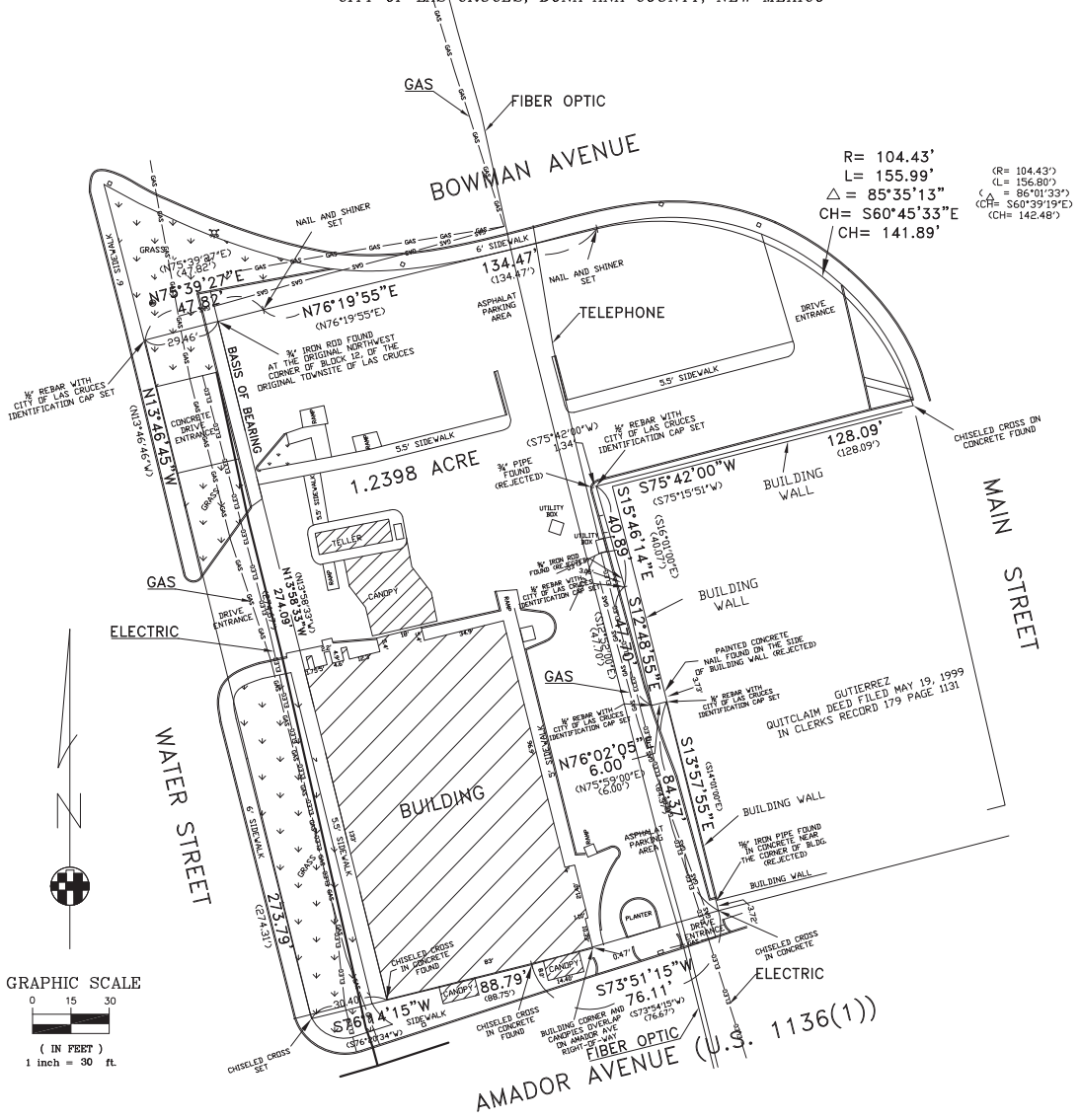


Drainage Survey

Courtesy of NMSU

PLAT SHOWING LOCATION OF UTILITIES AS PER BLUE-STAKES IN THE FORMER AMADOR HOTEL PROPERTY IN BLOCK 26 OF THE IN BLOCK 26 OF THE DOWNTOWN URBAN RENEWAL PROJECT N.M.R.-4

LOCATED IN SECTION 18, T.23S., R.2E., N.M.P.M. OF THE U.S.R.S. SURVEYS AS PART OF BLOCK 12, OF THE ORIGINAL TOWNSITE OF LAS CRUCES, AS FILED SEPTEMBER 15, 1853 IN PLAT RECORD 6, PAGE 1, DONA ANA COUNTY RECORDS ALSO PART OF BLOCK 26, OF THE DOWNTOWN URBAN RENEWAL PROJECT N.M.R.-4 AS FILED NOVEMBER 27, 1973 IN PLAT RECORD 11, PAGES 74-82, DONA ANA COUNTY RECORDS, ALSO INTENDED TO BE EXHIBIT "A" OF WARRANTY DEED FILED JUNE 6, 1986 IN DEED RECORD 305, PAGES 256-260 IN THE RECORDS OF DONA ANA COUNTY CITY OF LAS CRUCES, DONA ANA COUNTY, NEW MEXICO



NOTES

2. BASIS OF BEARING, DOWNTOWN URBAN RENEWAL PROJECT N.M.R. -4, PLAT FILED NOVEMBER 27, 1973 IN PLAT RECORD 11, PAGES 74 TO 82, IN THE RECORDS OF DONA ANA COUNTY.

3. (00°00'00" 0.00') DENOTES BEARING AND DISTANCE OF RECORD.

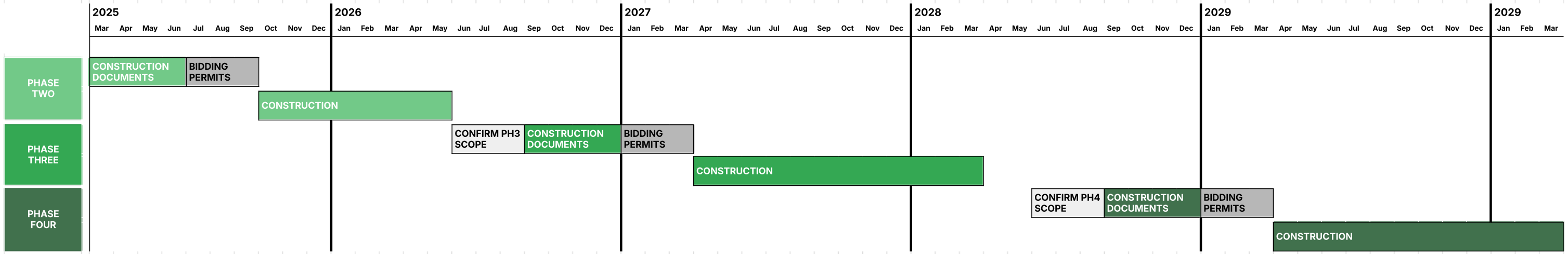
NOTE 11-12-2009
LOCATION OF UTILITIES IS APPROXIMATE ONLY EXACT LOCATION SHOULD BE DETERMINED BY ON-SITE ESCAVATION PRIOR TO CONSTRUCTION.

PUBLIC WORKS DEPARTMENT CITY OF LAS CRUCES, NEW MEXICO			
PROJECT TITLE	OLD AMADOR HOTEL		
PROJECT NO.	09S070		
SCALE 1" = 30'	DATE	REVISIONS	SHEET 1
SURVEYOR GILBERT CHAVEZ PLS	NOV. 12, 2009		OF 1
DRAWN BY JUAN R. RODRIGUEZ	NOV. 12, 2009		
CHECKED BY			

AMADOR HOTEL PROJECT SCHEDULE

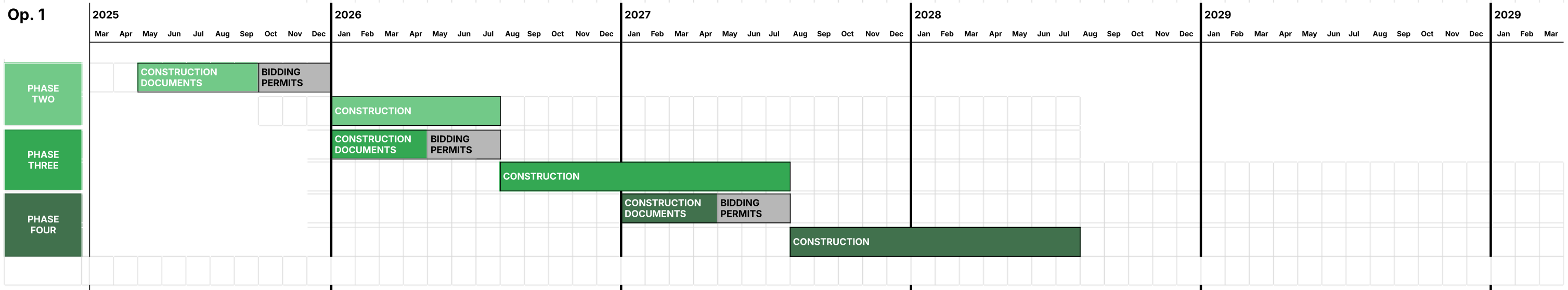
9/17/25

2024 - Assumed Schedule for Design Development Pricing

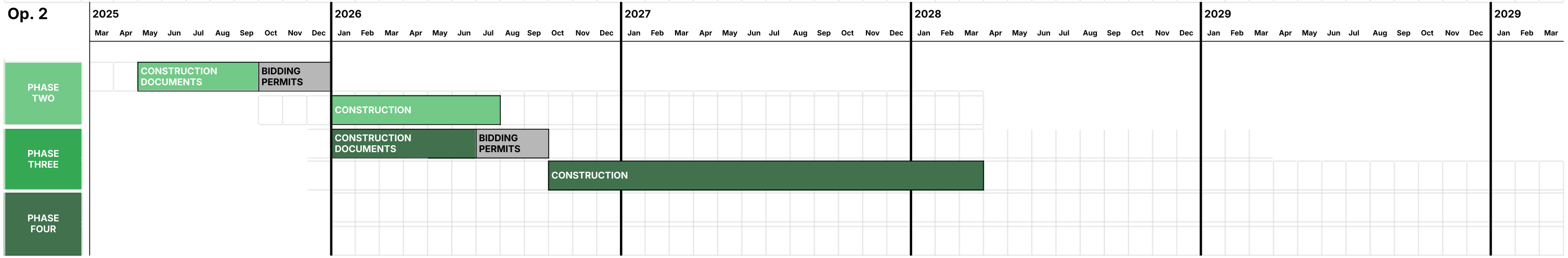


9/17/25 REVISED Schedule Options

Op. 1



Op. 2



AMADOR HOTEL

Historic Structure Report

Final Report - Volume 1

December 19, 2022

Prepared for the City of Las Cruces

by

Jonathan S. Craig Architect LLC

In Association with

TimeSprings Inc., Preservation Consulting

ACKNOWLEDGEMENTS

The author would like to thank the City of Las Cruces for the opportunity to work on this Historic Structure Report, and to get acquainted with the city's unique history and the pivotal role that the Amador Hotel and its creator, Martín Amador, had within it. The city should also be commended for the funding it has allocated from General Obligation Bonds and Tax Increment Development District funds, and obtained from the State of New Mexico, to fund this study, selective demolition work, and ongoing construction projects at the building.

I wish to acknowledge the assistance of the following city staff and members of the Amador Hotel Foundation, without which the team would not have been able to complete this report:

The staff at the Public Works Department have assisted with gathering information on the property, coordinating the work of engineering consultants, under separate contracts to the city, and devoting many hours to attending meetings on the project. In particular I would like to thank Tony Trevino, PE, CFM, Deputy Director/Public Works, and Sreedevi B Mohanraj, CAPM, City Architect, Public Works/Engineering & Architecture, for their patience with answering many questions and fulfilling many requests for information and clarifications. In addition, staff of the Economic Development Department have assisted in meetings to clarify uses for the building, specifically Mandy Guss, Communications Director, and Chris Faivre, Business Development Administrator. Troy M. Ainsworth, Ph.D., Historic Preservation Specialist with the Community Development Department has also provided valuable perspective from the city's preservation program at meetings related to the project.

The Amador Hotel building would not have been in city ownership and would very likely have been demolished, were it not for the extraordinary efforts of members of the Amador Hotel Foundation, and those of its predecessor, the Amador Museum Foundation. Some of the current board members of the Amador Hotel Foundation were instrumental in those efforts, starting almost 20 years ago and have tirelessly kept the Amador Hotel project alive over many years. Heather Pollard, Board President, has been a tireless campaigner for the building, has raised over $100,000 in private funds for renovations undertaken by Foundation volunteers, and has been instrumental in obtaining state and city funding for renovation projects and for this study. Dr. Deborah Dennis, Vice President, was also involved in the early campaign to save the building and is a fount of knowledge about its history, and has amassed a wealth of documentation that has been invaluable in the research of the history and context of the Amador Hotel for this Historic Structure Report. Dr. Sonya Cooper, P.E., volunteered her time and her students from the NMSU Engineering Department to undertake a topographic survey in 2008 and has since then coordinated moisture tests of the adobe walls and participated as a volunteer in the rehabilitation of some of the rooms at the Amador. She has also provided structural engineering advice as part of the HSR team. It was largely through her efforts that the current West Facade Rehabilitation project was initiated, for which she has volunteered countless additional hours of her time.

Jeff Papas, the State Historic Preservation Officer, and his staff at the New Mexico Historic Preservation Division were responsible for initiating this Historic Structure Report, and have been very supportive of the team's efforts. Staff members have included Pilar Medina, former deputy director, Barbara Zook and the late Dr. Lynette Pollari, former staff architects, and the current member responsible for review of the project, Gretchen Brock, Historian. Dr. Pollari's enthusiasm, insights, and expert knowledge of preservation, brought a focus to this HSR and the concurrent projects at the Amador at a critical time in their development. Her untimely passing was a great loss to all of us.

Others who have provided assistance with information incorporated into this HSR and with concurrent selective demolition projects include Max Bower of GMB Development, his architects, WDG Architects (now Desert Peak Architects) of Las Cruces, demolition contractor, LC Mechanical of Las Cruces, for their assistance in undertaking and coordinating the selective demolition work and with providing documentation on the adjoining development. Sandoval Construction for the 2021-2022 selective demolition and West Facade Rehabilitation. Merrick Rogers of Stout Hardwood Floor Co., of Las Cruces, was kind enough to review the historic oak floors and offer his opinion about ways to refinish and repair them.

This HSR would not have been possible without the expertise of members of the HSR team and the City's consulting engineers. The latter included Michael Stubbs P.E., Stubbs Engineering Inc., and Robert H. Beasley, P.E., Mechanical Engineer and Bryan Morris, P.E., Electrical Engineer, of RBM Engineering, Inc., all of Las, Cruces. Jonathan S. Craig Architect LLC also had valuable assistance with the building code analysis from Scott Pierce,Integrity Code Consulting & Inspections, LLC, and evaluation and proposals for new mechanical systems for the proposed use from Geno Higgins P.E., of Albuquerque.

Most of all, this report would not have been possible without the tireless work over many months by Jean Fulton, TimeSprings Inc., of Las Cruces, who undertook the historic research, most of the architectural conditions assessment, and authored much of the narrative for all sections in Part 1 of the report, and for the preservation objectives in Part 2. She also developed tables for the Chronology of Development and the Preservation Objectives section that are included in the report. Not only did she undertake a preliminary conditions assessment with Cornerstones Community Partnerships in 2008, but she also was a volunteer for the Amador Hotel Foundation undertaking rehabilitation work at the building.

Finally, I owe a huge debt of gratitude to my wife, Ellen, who has served variously as chauffeur, note-taker, and good-natured companion on many trips to Las Cruces, and as proofreader and editor of this Historic Structure Report, which has greatly helped its clarity and focus.

Jonathan Craig, Principal, Jonathan S. Craig Architect LLC.

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INTRODUCTION

i. Background

The Historic Amador Hotel building, a unique 2-story adobe structure at the south end of downtown Las Cruces, New Mexico, was constructed by one of the city's prominent citizens, Martín Amador, as an expansion of an existing single-story building in 1885. The building was used as a hotel for the next 84 years, operated by Martín Amador's descendants, before being acquired by Citizens Bank in 1969, after brief ownership by a couple not associated with the Amador family. Significant alterations were made by the bank to the building interior, and in 1974 and 1978-80 modern Pueblo-Revival-style additions were made to the north and east. The former included construction of a drive-up bank and demolition of the "casitas" along Amador Avenue that likely pre-dated the hotel; and the latter included demolition of all remaining adobe single-story structures to the east of the main hotel building, with the addition of a two-story entry lobby from Amador Avenue, and new offices at the east side. In the 1990s the building was acquired by Doña Ana County, which sold it to the City of Las Cruces in 2007 for $1.00, following a campaign by concerned citizens to save the building from demolition. The city used it sporadically as a transit facility for bus drivers until the construction of the Mesilla Valley Intermodel Transit Terminal and it has since been vacant.

ii. Register Listings and Nominations

The property was listed on the New Mexico State Register of Cultural Properties (NMRCP) on March 21, 1969 (SR44). An application for nomination to the National Register was made in the 1970s but was not accepted due to the extensiveness of changes made to the building, which were deemed to have adversely affected its historic integrity. Another application was made in September of 2014 by Jean Fulton on behalf of the Amador Hotel Foundation. The New Mexico Historic Preservation Division decided to postpone final review pending submission of this Historic Structure Report and further selective demolition.

iii. Funding Source for Report

Funding of this Historic Structure Report has been provided by City of Las Cruces General Obligation Bonds.

iv. HSR Team

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v. Timeline

The project has suffered many delays, including the time needed to get approval for and undertake two selective demolition projects, to allow a better assessment of the building's historic integrity, and disruptions caused by the COVID-19 pandemic.

vi. Previous and Concurrent, Reports, Investigations, and Construction Projects

- 2008 - Conditions Assessment prepared by Cornerstones Community Partnerships for the Amador Museum Foundation: Originally intended to be part of a preservation plan, the scope of this study was reduced to an initial conditions assessment, pending clarification on the intended use for the property.
- 2009- Reuse Plan prepared by Kells + Craig Architects, of Albuquerque, for the City of Las Cruces: This planning study was initiated to determine the building's suitability for use as a history museum. In addition to team leader, Kells + Craig Architects, the planning team included MK Communications, Shawnee Mission, KS; a museum planning consultant; Andrew Merriell & Associates, Santa Fe, NM, exhibit designer; Bridgers & Paxton Consulting Engineers, Albuquerque, NM, mechanical, electrical, and plumbing engineers; and Ponce Engineering Inc., El Paso, TX, structural engineers. Through extensive public consultation, the team determined that a history museum was not the most desired use for the building and the preferred proposal, chosen from three options developed, included a mixture of an event center, offices for non-profit groups, and a new attached restaurant. The plan was adopted by the Las Cruces City Council in November 2009.
- 2010 through 2017- The Amador Hotel Foundation embarked on a privately funded program to rehabilitate ten of the first-floor rooms surrounding the former hotel lobby. Three rooms were completed and others remain in various stages of completion, pending completion of the west facade work, acceptance of this HSR, and more detailed and comprehensive rehabilitation design.
- March 2011- Phase I Environmental Site Assessment
- March 2011 - Limited Phase II Assessment for Asbestos Containing Materials and Lead-Based Paint
- September 2014- National Register of Historic Places Registration Form, Final Draft, submitted to NMHPD but suspended, pending completion of an HSR.
- 2017- The City of Las Cruces entered into a public-private partnership to develop the remainder of the block that the Amador occupies for a commercial development that includes a restaurant, brew pub, bar, a tourist information center, and offices for the City of Las Cruces' Economic Development

Department's Visit Las Cruces. This development was completed in 2019. The city retains ownership of the land while the commercial facilities are being operated by the developer.

- 2017 – Emergency reinforcement of first-floor wood columns with steel posts on new concrete footings. Designed by Stubbs Engineering, Inc., Las Cruces, NM, and Vigil and Associates Architectural Group, Albuquerque, NM, for the City of Las Cruces.
- March 15, 2018 - Limited Asbestos Inspection at Amador Hotel Building, Sun City Analytical, Las Cruces, NM.
- March 15, 2018- Limited Lead-Based Paint Inspection at Amador Hotel Building, Sun City Analytical, Las Cruces, NM.
- 2018- Selective Demolition of Non-Historic Exterior east side additions and first phase of Interior demolition in historic and non-historic areas.
- December 2018 – Submittal to NMHPD of progress draft of Historic Structure Report
- 2021- Second phase of Selective Interior Demolition
- 2021-22 – West Façade Rehabilitation

vii. Drawings Used in the Preparation of the Historic Structure Report

Drawings used in this report are based on those developed for the 2009 Reuse Plan. These in turn were generated from AutoCAD plans prepared by the City of Las Cruces, selected field measurements, and copies of construction documents from 1969 and 1978, developed by Albert Widner and Gerald Lundeen, of Las Cruces. However, no detailed as-built documentation has been performed and the selective demolition operations have changed the configuration of the floor plans in many cases. While existing plans have been updated in an attempt to reflect these, it is known that neither the original drawings nor the changes are entirely accurate. The 1969 and 1978 construction documents were incomplete and were not reflected in as-built conditions in many cases. A preliminary LIDAR (point cloud) scan was started by the city of Las Cruces Surveying Division in 2019 which revealed some of these inaccuracies, although the general form of the plans, elevations, and sections is believed to reflect existing conditions. The report recommends that a full LIDAR scan is performed, with conversion to a vector format for generation of future design and construction documents.

viii. Historic Photographs and Other Documents

The HSR team was fortunate to have access to the extensive archival collections donated to the New Mexico State University Rio Grande Historical Collection by the Amador and Adair families. The Amador papers include over 100 boxes comprising 40 linear feet of shelving and the Adair collection an additional 9.5 linear feet. The photographic archives comprise 81 images, many of which are family portraits but several depict the Amador Hotel. The photographs have been digitized and are available for view online. Other records are as yet in paper form only and in various stages of organization, although a finding aid has been completed for the Amador papers. Most of the written documents are in Spanish and have not been translated. Many of the images used in this report are from this collection, while others come directly from Martin Campbell Jr. and members of the Jordan family, and from the significant collection of postcards and other images amassed over the years by Deborah Dennis, of the Amador Hotel Foundation.

As the remainder of the papers in the archives are organized, digitized, and translated, through a generous grant from the National Endowment for the Humanities, it will greatly add to the information and historic context in this report and may change some of the conclusions.

ix. Purpose of Report and Report Structure

The primary purpose of this historic structure report is to assist the New Mexico Historic Preservation Division in its oversight of the project and in reviews and approvals

of all work that will be done following completion of the HSR. It is also intended to provide a road map for the City of Las Cruces and the design team that will eventually be hired to develop detailed designs and construction documents for the building's rehabilitation and adaptive reuse. The historic research will assist in the interpretation of the property and provide the basis for decisions relating to preservation of significant spaces and features. The report provides a thorough physical assessment of the existing conditions and makes recommendations for repairs and rehabilitation that will both preserve the property and assist with the proposed reuse plan. The report consists of two parts:

- Part 1 of the HSR, *Development History,* documents the property's historic context and architectural evolution as well as its current condition.
- Part 2, *Treatment and Work Recommendations*, identifies the preservation treatment applicable to the Amador rehabilitation; provides specific recommendations for treatment of character-defining features; includes a discussion of the proposed reuse; includes schematic design drawings and narrative for the rehabilitation, with issues to be addressed, including a preliminary building code analysis; and provides a preliminary budget estimate for rehabilitation, with priorities and potential phasing of projects.

A draft of Part 1 of the HSR and preliminary work on Part 2 was submitted to NMHPD, the City of Las Cruces and the Amador Hotel Foundation in December 2018. This final document includes revisions based on comments from those reviews and has been extensively updated following additional assessments after the second phase of selective demolition and West Façade Rehabilitation that have occurred since the draft was submitted.

x. Scope of Services for Historic Structure Report and Related Work

In the summer of 2017, the State of New Mexico Historic Preservation Division requested that the City of Las Cruces prepare a Historic Structure Report to help guide the rehabilitation and adaptive reuse of the Amador Hotel and to assist the Division in its assessment and approval of proposed plans for the building.

Jonathan S. Craig Architect LLC (JSCA), of Albuquerque, NM, in association with TimeSpings Inc., architectural historian and preservation consultant, of Mesilla, NM, were engaged in the fall of 2017, to provide recommendations for the demolition of portions of the non-contributing 1980s additions on the east side of the Historic Amador Hotel, confirm the proposed building uses and architectural programming requirements, including updating schematic floor plans from those included in the 2009 Reuse Plan, and to prepare the Historic Structure Report (HSR) for the property. Jonathan Craig was the principal-in-charge for Kells + Craig Architects for the 2009 Reuse Study and Jean Fulton undertook the 2008 Conditions Assessment for Cornerstones Community Partnerships. The City of Las Cruces contracted separately with Stubbs Engineering, Inc., (the engineer for the column replacement) for structural investigations and recommendations, and RMB Engineering, Inc., for mechanical, electrical, and plumbing evaluations, included in this HSR. Both firms have offices in Las Cruces.

In the course of the project, the following additions were made to the scope of Jonathan S. Craig's agreement with the City of Las Cruces:

- Preparation of scoping documents and plans for selective demolition of post-1969, non-contributing construction that was covering contributing historic features at the interior of the historic structure. The work was determined to be necessary for the HSR team to adequately assess the extent and condition

of remaining pre-1969 historic fabric that had been covered up by the 1970s and 80s renovations and additions. Construction documents for this work and demolition of portions of the non-contributing east side additions were prepared by WDG Architects, of Las Cruces, and received final approval from NMHPD on April 15, 2018. The project was completed in 2018 by a contractor engaged by GMB development as part of its agreement with the city for the redevelopment of the remainder of the block. The scope of this project included removal of gypsum board around the main Lobby (Room 101), and below the stairs and at the soffits next to the stairs on the first floor; removal of non-contributing (post 1968) faux beams and plaster at Room 122; removal of carpet at selected rooms on the first floor and most of the rooms on the second floor, including the balconies; removing wood paneling in rooms at the north and south ends of the second floor; and removal of portions of gypsum board ceilings and plywood/MDF floors at selected areas of the second floor to allow access to view the historic structure, ceilings and floors.

- The second phase of selective demolition was recommended by Lynette Pollari, of NMHPD. Similar scoping documents were prepared by Jonathan S. Craig Architect LLC to those prepared for the first phase. The work included removal of all remaining wood furring, except at the east wall of the Lobby; removal and storage of the inlaid oak floor from the Lobby for reinstallation after a new floor structure has been constructed as part of the overall rehabilitation; removal of plywood, MDF, and sleepers that had been overlaid on historic floors to level them; removal of gypsum board and furring at remaining rooms on the first floor and at walls and ceilings of second floor rooms. Construction documents for this second phase of interior demolition were prepared by ASA Architects, of Las Cruces, and received approval from NMHPD on June 5, 2020. The work was mostly completed by the end of 2021, although final close-out is pending completion of the West Facade Rehabilitation, which is part of the same contract. The work is being undertaken by Sandoval Construction, of Las Cruces.
- Preparation of design documents for rehabilitation of the west facade. The work included replacement of the stucco with lime plaster, repairs to adobe walls, and miscellaneous related work. The City of Las Cruces did not require official construction documents due to the limited nature of the work. The drawings and related guide specifications were submitted to HPD for approval in November 2020 and approval was received February 1, 2021. The construction for this project is expected to be completed by the end of 2022 and is also being undertaken by Sandoval Construction under the same contract as the second phase of selective demolition. The scope was expanded during construction to include rehabilitation of the historic windows and miscellaneous security measures, such as fencing and installation of plywood boards to protect first floor windows.
- Preparation of 3-dimensional renderings of the schematic design and a video animation. The renderings are included in this HSR and the video is expected to be completed in October 2022. The renderings and video provide an understanding of the appearance of the finished rehabilitation and can be used for promotional and fund-raising purposes for the full rehabilitation of the Amador.

xi. Methodology and Resources

Historic research and field conditions assessment has been primarily undertaken by Jean Fulton, TimeSprings, Inc. For the historic research Ms. Fulton has drawn on the significant amount of research she had already undertaken at the Rio Grande Historical Collection at NMSU and at the Branigan Library, for the draft National Register Nomination. However she has completed

additional research of newspaper archives and other sources as new information has surfaced about the building's history. Two critical pieces of information gathered in this process were determining the date of the addition of the second story in 1885 and the application of the lime plaster that simulated stone in 1887. In addition, invaluable information was provided by Deborah Dennis, with the Amador Hotel Foundation, who has been researching archival information on the building for many years, in addition to providing tours to interested members of the public, preservation professionals, members of the Campbell and Amador families, and others who have been associated with the building and had personal experience of it, prior to the drastic changes that occurred when Citizen's Bank acquired the property. Additional historic photographs have been generously provided by living descendants of Martín Amador.

Jean Fulton's field work has been supplemented by Jonathan Craig for specific items such as roofing and overall construction systems. He has also undertaken additional work related to confirming the building's chronology, based on the photographic materials and other documentation provided by Ms. Fulton and others, and from observations of historic materials on site. Assessment for engineering systems was undertaken by the engineering consultants. Mr. Craig coordinated the work of all consultants, developed existing conditions drawings, updated and expanded from the 2009 Kells + Craig Architects' report, and assembled and formatted this document. In addition, he authored the recommendations for the selective demolition, has developed the schematic reuse drawings and narratives, and undertaken a preliminary building code analysis, based on the schematic plans. Due to the complexity of the building code issues in this building, Jonathan S. Craig Architect LLC hired Scott Pierce, Integrity Code Consulting & Inspection (ICCI), of Albuquerque, under a supplement to the HSR agreement, to provide a second professional opinion and additional analysis. This report is summarized in Part 2 and included in full in the appendices.

xii. Report Limitations

The demolition projects and West Facade Rehabilitation have yielded valuable additional information for this HSR, such as the original plastered adobe wall surfaces with wallpaper remnants and the discovery of a rock foundation at the west wall. However, some of these discoveries, such as the rock foundation, are only an indication of conditions that may exist at other similar locations, but the exact nature of the conditions at those locations will not be known until they are revealed through further rehabilitation projects or additional selective removals.

The proposals for the design of the final rehabilitation are based on limited information about how the building will be operated and on building code interpretations that will not be confirmed until negotiations with the building code official at the New Mexico Construction Industries Division (CID) are initiated. The New Mexico Existing Building Code allows the building official considerable discretion for accepting non-complying conditions in existing buildings, and particularly in historic buildings, or requiring full compliance with the code. Some of these conditions could have a significant impact on the plan and on the operation of the building.

SUMMARY

While readers are encouraged to read the entire Historic Structure Report, it is understood that its comprehensiveness and resulting length requires a significant amount of time and effort to read in full, which may be more than is necessary for some readers. This summary therefore endeavors to include sufficient detail to gain a good understanding of the report content and conclusions, without reading the full report.

i. PART 1

a. Historical Background and Context

The section provides a description of the origins of the Amador Hotel and its builder, Martín Amador, a prominent member of the community in the formative years of Las Cruces' history, and of his heirs, who owned and operated the hotel for over 80 years.

Martín Amador was born in El Paso del Norte (now Juarez), Mexico, in 1836. Following his father's early death, in 1849 he moved with his mother and brother to Doña Ana, in the New Mexico Territory. The next year they moved to Las Cruces, and in 1861, Martín married Refugio Ruiz from a well-to-do family, also from El Paso del Norte. In 1864, Martín Amador founded the Amador Freight Line, which operated a successful freighting business on the Santa Fe Trail and south to Chihuahua, Mexico, via El Camino Real de Tierra Adentro. Much of this trade involved supplying goods to the region's U.S. Army troops. The Freight Line operated out of livery stables at the southwest corner of the intersection of Amador Avenue and Main Street. This was also the location of the original family home and the Amador Mercantile operated by Martín and his mother. From 1878-1879, the Amadors constructed a new family home, "Casa de Jardin", next to the acequia, at what is now the northwest corner of Amador Avenue and Water Street.

Martín and Refugio had fifteen children, eight of whom survived to adulthood. There were three boys (one of whom died at the age of 20) and five girls. Besides bearing and raising their children, Refugio took an active role in managing their businesses as Martín travelled extensively. As the children grew older they too assisted in the management of the family's businesses, including the family's farms. These farms and other properties were distributed to each of the children on the death of their parents.

When the railroad arrived in Las Cruces in 1881, which Martín Amador was instrumental in bringing to the town, it spelled the beginning of the end of freighting on the old trail systems. Ever the entrepreneur, Martín Amador deftly adapted his shipping business to deliver products from the train depots and storage facilities to their final destinations.

The arrival of the railroad also resulted in Las Cruces supplanting Mesilla as the primary civic and government center of the southern New Mexico Territory. Martín Amador also owned a single-story adobe structure across Water Street, to the east of the new family home and offered it to Doña Ana County for a temporary location for a courthouse and jail, when the court was moved from Mesilla to Las Cruces. Following extensive renovations, the building was used for this purpose, starting in 1883. Little is known about the history of the property prior to this date.

In 1885, after adding a second floor to the building, Martín Amador opened the Hotel Amador and began transporting passengers from the railroad station to the hotel. The hotel became a popular place for visitors to stay and a social hub for the city. It gained a reputation for its luxury accommodations for the time and in the early years also boasted a theater in the lobby, which hosted travelling shows. The theater may have been of equal importance to its use as a hotel. There are reports that travelling actors were accommodated at the hotel.

In addition to the Amador Hotel and the transfer business, Martín Amador had several other business ventures, including a number of farms as well as mercantile stores in Las Cruces and Silver City. He was also at the center of the civic development of the city, including helping to develop the first public school system and police department, serving on the 1876 U. S. Centennial oversight committee, and the road commission, and being elected as the Doña Ana County treasurer.

Following Martín Amador's death in 1903 and Refugio Amador's in 1907, ownership and management of the hotel passed to their youngest daughter, Corina, at the age of 21. In 1912 she married Frank Campbell, a transplant from New Jersey, and they ran the hotel together until her death in 1932. They had two children, Natalia (1912) and Martín (1914) who were born in the hotel. Corina's artistic abilities, aided by Frank's management experience, resulted in many renovations and improvements to the hotel that added to its unique ambiance, for which it became renowned. They travelled widely and collected an eclectic mix of artifacts and furnishings from all over the world that adorned the lobby, many of which remained until the end of the building's life as a hotel.

After Corina's death, Frank oversaw the management of the hotel during the difficult times of the Great Depression and the Second World War. On return from military service, Martin Campbell, and his wife Laurie, took over management of the hotel in 1946 and made several changes to its exterior appearance as it transitioned to the then popular Pueblo-Revival style from its former Territorial style. This also coincided with the change from train travel to automobile travel for its patrons and the dramatic increase in recreational travel during the 1950s.

The Campbells ran the hotel for 20 years, during which time it continued to be a social hub of downtown Las Cruces, and a popular tourist stopover. However, increased competition, from less expensive and more convenient motels, and the gradual decline of downtown Las Cruces, likely contributed to its decline and eventual sale to Charles and Sally Paul in 1966. Although the Pauls invested in more renovations to update the hotel, these were not financially viable and resulted in the Campbells buying the property back in 1968. Attempts to revive it failed, however, and it was purchased by Citizen's Bank, a local Las Cruces bank, which made extensive changes to it to convert it to a retail bank. More drastic interior changes and large additions were made in the 1970s and 1980s, by which point the building was no longer recognizable and appeared to have lost all traces of its historic significance. Although placed on the State Register of Cultural Properties in 1968, it was denied listing on the National Register of Historic Places for a subsequent nomination in the 1970s, due to the extensive changes and apparent loss of surviving historic fabric. It was purchased by Doña Ana County for the County Manager's offices in 1985 and sold to the City of Las Cruces for $1.00 following a campaign by local citizens to prevent its demolition.

b. Chronology of Development and Use

The purpose of this section is to document the original construction of the building and changes that have occurred to it and its context over the years, and how these were associated with changes in its ownership and use.

The primary research sources for this documentation include the archival materials used in the Historic Background and Context section, historic photographs, remaining physical evidence, and Sanborn maps. Sanborn maps provided detailed maps of U.S. cities and towns in the 19th and 20th centuries. Originally published by The Sanborn Map Company (Sanborn), the maps were created to allow fire insurance companies to assess their total liability in urbanized areas of the United States. Since they contain detailed information about properties and individual buildings in approximately 12,000 U.S. cities and towns, Sanborn maps are valuable for documenting changes in the built environment of American cities over many decades.

The first available Sanborn map showing the Amador Hotel is from 1893. The last map, dated May 1927-January 1948, shows no discernible changes on the Amador property from the map preceding it, which is simply dated May 1927. The changes documented in the Sanborn maps are therefore from the important early years of the hotel's development. The Chronology of Development Section also includes a series of photographs arranged in chronological order for both the exterior and interior of the building. Many photographs appear to have been erroneously dated and so these are either rearranged in the chronology they appear to represent, or the inconsistencies noted.

The original single-story building appears to have been arranged around a central courtyard, with open porches along the east, west, and south sides. The building was of adobe construction with wood vigas. In 1885 a second story was built and the courtyard and porches enclosed to form a two-story central lobby with galleries on three sides, over the porches. The 1893 Sanborn map shows a two-story structure at the west and south sides of the lobby and single-story adobe structures along the east and north. That at the north side was designated as a "Hay W. Ho." (Warehouse) on the 1902 Sanborn map. Those on the east were demolished in 1969 but the structures on the other three sides exist today. Prior to the addition of the second story the porch roof along the east side of the former courtyard must have been higher than the east side structure in order to drain since the current east balcony slopes from west to east (away from the courtyard). This appears to be borne out by the fact that the decking of the balcony today runs through the adobe wall. As part of the construction of the second story, wood balconies were constructed along the street facades, which featured tall double hung windows with shutters on the first floor and a series of regularly spaced double hung windows on the second. It also had a heavy, stepped, bracketed cornice on the street facades. The most striking feature, however, was the plaster finish, which featured faux stone blocks and white quoins at all exterior corners, with trompe l'oeille shadows to provide a 3-dimensional appearance.

The interior of the lobby featured elegant chamfered wood columns and elaborate "teardrop" shaped balusters at the galleries. An unusual feature was a half-height "children's gallery" underneath the south end of the east gallery, which emphasizes the importance of the lobby's use as a theater.

There appear to have been four significant periods of physical changes to the buildings after the 1885 addition:

- Between 1908 and 1913 the wood balconies on the west and south facades were removed and a territorial style portico built at the entrance from Amador Avenue. Another significant change was the removal of the heavy cornice, raising of the street façade parapets, and resloping of the roofs, which must have occurred at the same time. The parapets were raised over 5', with a combination of wood studs infilled with adobe, and all roof drainage was redirected to the east, where formerly the west and south portions had drained to the street facades. A new pressed metal parapet coping was installed. While they could have been changed earlier, it is likely that the first-floor windows were changed in this period from tall double hung units to their current configuration of shorter double hung units flanked by narrow, multi-light casements with radiussed exterior plaster corners at the head. During this same period the main lobby floor appears to have been raised about 11", which removed transoms over the first-floor doors to the rooms around the lobby. These were part of a building-wide natural ventilation system that included a roof monitor over the lobby with windows operated by ropes and pulleys to provide a natural chimney effect. The transoms on the first floor were replaced with screen doors after the floor was raised, which may also have been a feature at second floor rooms, in addition to transoms over the doors. By 1908 the stage is no longer shown on

the Sanborn map and by 1913 the children's gallery does not appear, indicating that the use of the lobby for a theater and its transformation to a luxurious hotel lobby, filled with furniture and artifacts, had taken place. A photograph dated 1910s is the first to show a view of the lobby interior facing north and shows the monumental branching stair that exists today. This, or another stair, likely existed originally as part of the stage, since there appears to have been no other location at which to access the second floor. By the early teens a small secondary stair was added in the southwest corner and was likely installed when the floor was raised. It appears that the decorative exterior plasterwork may have been repaired during the 1908-1913 changes also. The 1908-1913 period was after Martín and Refugio Amador's deaths, when Corina Amador had inherited the hotel. It is possible that the improvements followed her marriage to Frank Campbell in 1912. This year also coincides with New Mexico's statehood.

- Between ca.1925 and 1936 the smooth exterior plaster, and what remained of the decorative faux stone finish were replaced with a rough-textured plaster; second floor double hung windows were replaced with pairs of casements, with an elegant 4x1x4 muntin design in the Arts and Crafts style; new attic vents were installed; and a mission-style bell was inserted into the south facade. Between 1921 and 1927 a second floor was added over the north wing (the former hay warehouse) in the Pueblo-Revival style, with exposed vigas; and by 1934 a new inlaid oak floor had been added to the lobby. By 1936 the central horizontal rooftop sign, "The Amador", was replaced with a stacked, neon "Hotel Amador" sign at the east end of the south façade, topped with a AAA sign against a bell-shaped background, indicating the transition to automobile travel. A small balcony was added to the east façade of the south wing which accessed a lean-to addition at the second story over the single-story adobe structures on Amador Avenue.
- The third period of significant changes to the building occurred in 1946 when Martin Campbell removed the Territorial-style portico and replaced it with one in the Pueblo-Revival-style. It appears that the entry hall was also remodeled in the Pueblo-Revival-style at this time, with exposing the vigas, adding rustic lintels and faux viga "tails", protruding from the north wall, and an horno-style fireplace. In addition, the second-floor screen doors also appeared to have been replaced with louver doors.
- Although various changes occurred in the interim, such as a change to a large, neon, "Amador Hotel" sign, centered on the south façade, changes were incremental and mostly appear to have involved repairs until the acquisition by Citizens Bank and later Doña Ana County. In the final transformation of the building from 1969 onwards all the single-story adobe structures to the east were demolished and replaced with concrete bank vaults and office additions, a drive-up bank was added at the north, and a two-story entry lobby added at the southeast corner that completely changed the building's massing and historic Amador Avenue façade. All the "hooded" exterior window trim was removed (which had survived from the earliest days of the hotel) and replaced with faux exposed lintels, and the pressed metal parapet coping was removed, completing the transformation of the exterior to the Pueblo-Revival style. Extensive work was done at the interior, which consisted mostly of covering historic fabric with gypsum board on furring, to straighten up and level walls and floors. While some of the underlying historic fabric was damaged as a result, such as wallpaper and other finishes, a surprising amount remained intact, as was revealed by the recent selective demolition projects.

The Chronology of Development section also includes plans showing structures and features that have been removed and a chart of the changes to the building over time, including important character-defining elements that survive and those that have been lost.

c. Physical Description

This section describes the configuration of the building and the site at the time of writing of this report. This has been updated since the draft submittal of the HSR in 2018, to reflect demolition operations and the ongoing West Façade Rehabilitation. The section describes the setting and the physical context and the overall architectural style of the building, noted in the Chronology section, where the interior retains much of its Territorial style, while the exterior, except for the recent West Façade Rehabilitation, reflects the transformation to the Pueblo-Revival style that resulted from the 1946 and later changes. The 2021 interior selective demolition revealed the full extent of the remaining historic fabric that reinforces this style and restores much of the original character of the hotel.

The section includes plans, building elevations, and sections of its current configuration and indicate non-contributing portions that have been removed. The building sections also show the construction elements with detailed notes that help to describe its unusual form and construction.

d. Evaluation of Significance

This section analyses the Amador Hotel for its historic significance according to the criteria developed by the National Park Service for nomination to the National Register of Historic Places which are defined as follows:

> *"The quality of significance in American history, architecture, archeology, engineering, and culture is present in districts, sites, buildings, structures, and objects that possess integrity of location, design, setting, materials, workmanship, feeling, and association, and:*
>
> ***Criterion A**. That are associated with events that have made a significant contribution to the broad patterns of our history;*
>
> *or **Criterion B**. That are associated with the lives of persons significant in our past;*
>
> *or **Criterion C**. That embody the distinctive characteristics of a type, period, or method of construction, or that represent the work of a master, or that possess high artistic values, or that represent a significant and distinguishable entity whose components may lack individual distinction;*
>
> *or **Criterion D**. That have yielded, or may be likely to yield, information important in prehistory or history."*

The analysis determined that the property qualifies for eligibility to the National Register under the first three criteria for the following reasons:

Criterion A for its association with trade and commerce along the historic Santa Fe Trail, and on El Camino Real de Tierra Adentro (Royal Road to the Interior).

Criterion B for its association with Martín Amador, one of the Territory of New Mexico's most prominent Hispano businessmen, and his family. He furnished affordable and luxury lodging to travelers along the Camino Real corridor before and after the railroad arrived.

Criterion C for its Territorial Folk Victorian building materials, workmanship, and designs through time.

Extant character-defining features include:

- Inlaid Lobby floor (by 1935)
- Grand north Lobby staircase and handrails (by 1910)
- Painted dimensional lumber ceilings and soffits (by 1905)
- Coffered fiberboard and batten ceilings (by the 1920s when Corina Amador painted the Dining Room)
- Folk-Victorian balcony balustrade (likely by 1905)
- First story arched windows (by ca 1910)
- Second-story South (and possibly north) elevation windows (c1925, certainly by late 1930s)

- Second-story west windows, evident in a 1936 photograph

The section also determined the appropriate period of architectural significance to be 1910 through 1945. This encompasses the period following the significant changes to the exterior undertaken between 1908 and 1913 (which characterize the building massing that exists today, following the selective demolition work) and prior to the changes in 1946 and later that transformed its exterior appearance from the Territorial style to the Pueblo-Revival style. After discussions with the New Mexico Historic Preservation Division for the West Façade Rehabilitation, a more focused Period of Significance was defined of the 1930s through 1945, as represented by the extent of the character-defining features and historic fabric that remains.

e. Conditions Assessment

Field conditions assessments were performed by Jean Fulton and Jonathan Craig, assisted by the engineering consultants for assessment of structural, mechanical, and electrical systems. Information on windows, doors, and room finishes was collected on schedules, which are included in the appendices. The section provides a detailed description and assessment of the condition of the property by element and feature. Only areas within the remaining pre-1969 footprint are assessed. The section is divided by elements, starting with an assessment of the site and setting; continuing with assessments of the exterior walls and building structure, windows and doors, features such as stairs and balcony railings, and wall, ceiling and floor finishes; and concluding with mechanical, electrical, and plumbing assessments. Engineering consultant assessments are generally summarized in this section, with their full reports included in the appendices.

The assessment has been extensively updated since the 2018 draft submittal, to reflect conditions uncovered by subsequent selective demolition and the work at the west facade. In addition to documenting existing conditions, the assessment also notes evidence of missing items, such as moldings, where the outlines of these elements can be detected from missing finishes or “shadowing”.

Site and Setting Assessment

The historic site and setting were severely compromised, if not eliminated, following urban renewal, which buried the historic acequia in a pipe and realigned Water Street. The lush acequia environment was a striking feature of the setting through the 1950s, but was no longer evident by the 1960s, when the acequia was buried. The Citizens Bank renovations further changed the site and transformed it to the automobile dominated era with construction of the drive-up bank (now demolished) and with new additions, parking, and a driveway replacing the east side adobe structures and the landscaped courtyard. The more recent addition of the commercial development on the remainder of the block has changed the context once again by bringing back more intense hospitality uses, which have restored life to the block that likely existed during the hotel’s heyday. The development also introduced a central lawn area, used for viewing performances on an outdoor stage that backs up to the historic Amador Hotel on the east side. There are risks to the building from surface water drainage, partly caused by the raised elevation of the surrounding development from its historic elevation, and surrounding streets that appear to be higher than the existing finished floor level.

Structural Systems

The building structure appears to be in generally stable condition, following replacement of the first-floor columns in the lobby and recent repairs to the adobes at the west wall. The large mass of the adobe walls builds in a significant redundancy to the structure that has contributed to its stability for almost 140 years. Except possibly at the east and north walls, where sections of the adobes have been replaced, there appears to be little evidence to suggest settlement or potential failure of the main bearing walls, despite the only 12” deep

layer of rock serving as a foundation. The latter has only been confirmed at the west wall but likely exists at others. Significant repairs were made to face adobes at the west wall, which can also be expected at other exterior walls. The roof and floor structures require additional structural assessment now that they can be viewed following selective demolition work and that the adaptive reuse is better defined. Except at limited areas, such as the north second floor structure and the south balcony, failure of these systems from past and current loads is not evident.

Roofing

The existing roof covering is showing significant deterioration at the field membrane and some flashings are pulling away from the parapets. However, the positive slope promotes good drainage which all but eliminates the possibility of ponding water at the roof of the historic structure. Monitoring for leaks prior to the ability to replace the current membrane will be important and continuing temporary repairs will likely be required. The drainage to a single gutter on the east side of the building, which discharges to the north through a large downspout, presents a risk to the building if either should get blocked. Ongoing maintenance of the gutter and downspout is critical. In addition, maintenance of positive drainage away from the structure at the discharge point and directing runoff to a safe temporary ponding area, or to the street, if feasible, is also critical. The almost flat roofs of the 1980s east additions pose a risk of water backing up to the historic structure, particularly in a downpour, and thus regular monitoring of this condition, until rehabilitation of these areas can be accomplished, is essential. The remaining 1980s second floor mechanical room addition roof has leaked on occasion into the east adobe wall of the lobby. This is being addressed as part of the West Façade Rehabilitation construction contract.

Windows

Windows are severely weathered with deterioration of sills at the exterior. Sills at the first floor were found to be significantly bowed during the west façade work and have been repaired or replaced as part of that work in accordance with the Secretary of Interior's Standards for Preservation. The concrete sills that were installed between 1925 and 1936 were also in very poor condition and had contributed to the wood windowsill deterioration. It was found that a second concrete sill had been poured on top of the first, and the wood sill partially buried behind it. Both sills are being removed and replaced by a new concrete sill, poured underneath the wood sill, instead of up against it, and separated by a waterproof membrane to limit water migration to the window frame. Second floor frames are in better condition but several of the sashes appear to have been modified which is complicating rehabilitation. Similar conditions can be anticipated at the south façade windows. One of the windows, or window openings, at the south second floor is significantly racked, but the exact nature and cause of the racking may not be possible to determine before removal of the exterior stucco.

Doors

Only five single doors and three pairs of doors appear to remain from prior to the 1969 renovations. These include four single 4-panel interior doors in a vertical design, two of which appear to be at their original location but the other two may be relocated; one 5-panel interior door in a horizontal design, also likely relocated; a pair of the 5-panel interior doors, now pocket doors but likely relocated from a different room, where they were hinged; a pair of fully-glazed exterior entry doors (from Amador Avenue) probably installed in 1946; and a pair of exterior multi-light glazed doors with their screens, which are behind an opening to the exterior that has been blocked up. All doors are in good condition, some have their original hardware or a mixture of older and contemporary hardware. In addition, there are three louver doors at the second floor that likely replaced screen doors in 1946. All doors have been removed and those likely to date from before 1969 have been

stored. Doors, door frames, and trim from the first-floor lobby to surrounding rooms were clearly 1969 additions and have been removed. The door openings were also widened in 1969. Six doors on the second floor, dating from prior to 1969 remain, three of which appear to date from prior to 1945, three likely from the early 20th or late 19th centuries, the other three being the louver doors that replaced screen doors in 1946. Door frames and trim at the second floor are mostly intact and appear to date from prior to 1945. The nine second floor doorways off the west balcony include glazed transoms with a second transom above, closed off with plywood. Their frames, flat trim, and splayed casings are intact. The splayed jambs appear to have been a modification since the upper transoms do not have splayed jambs. It is possible that the original doors were much taller than the present doors (which are less than 6'6" high) and the lower transoms were inserted later with the jambs being splayed at that time. Based on the design of the lower transoms this appears to have occurred early in the building's history, possibly as part of the 1908-1913 changes.

Room Finishes

The room finish conditions assessment discussion is illustrated with plans showing current ceiling and floor finish materials. The historic integrity and condition of wall, ceiling, and floor finishes varies widely throughout the building, and thus generalizations are difficult to make. Wall finishes vary from unfinished adobe, where wallpaper has detached and removed the underlying mud plaster with it, or where the plaster has been removed to make repairs to underlying adobes, to complete walls or rooms with intact painted plaster, such as at the south first floor rooms rehabilitated by the Foundation, or second floor west rooms. At the first-floor lobby most walls are bare adobe to three feet above the floor where the wainscot was removed in the bank renovations. Above that are some areas of intact wallpaper in an elaborate design with embossed floral bands (friezes) at the top of the wall and immediately above the former wainscot and a striped, flocked wallpaper in between. This is visible in early 20th century photographs. Where it remains, much of it has been painted, and there appears to be none that can be retained except as interpretive exhibits in certain areas. At both first and second floor rooms there is a wide array of wallpaper fragments, those at the second-floor west rooms appearing to be more recent, some possibly dating from the 1950s and 60s. A complete record of remnants of wallpaper finishes is included in a separate document, prepared by Jean Fulton, and included in the appendices. Plaster substrates include mud, lime, gypsum, and Portland cement-based mixes. More research is required to determine the composition of these and how they are layered. There are a few areas of very fine intact mud plaster work as the finished surface. In some areas multiple different plaster systems have been applied, sometimes with wallpaper sandwiched between them. Most surprising is where wallpaper can be seen below mud plaster (in Room 214).

Ceilings include fiberboard with battens at most first floor rooms off the lobby, some coffered with wood box beams. Most panels are painted, but some are wallpapered. Some are missing panels and at one room the ceiling was removed completely, and stored, when it became unstable during removal of a lower, contemporary, ceiling. One room (Room 125) has a pressed metal ceiling that has been confirmed to date to the early 20th or late 19th centuries. The most interesting of the board and batten ceilings is the room at the northwest corner of the lobby (the one-time dining room), painted with trompe l'oeille motifs by Corina Amador Campbell in the 1920s. The predominant ceiling type, in terms of area, is the painted dimensional lumber structure at the high ceiling over the lobby, under the balconies, and at all the second-floor west rooms. This is testament to Martín Amador's ability to procure this material, likely made possible by the arrival of the railroad, and thus a relatively rare commodity at the time. Although all rooms at the second-floor west side

had this finish originally, fiberboard and batten ceilings were later installed in some rooms. At the south second floor room (Room 214) no ceiling finish remains although small areas of a board and batten ceiling were found and portions of the structure appear to have had a stain or paint finish at one time, but this was likely very early in the building's history. In this room, and most first floor rooms, evidence was found of earlier stretched wallpaper ceilings, similar to the manta ceilings (stretched muslin), characteristic of many traditional New Mexico dwellings. Written accounts confirm that stretched fabric ceilings were a feature of the Amador home, Casa de Jardin. The ceiling at the entry (Room 102) is painted or stained vigas with diagonal willow twigs (like very small latillas). The boards above are also painted. The willow twigs were thought to be a bank addition, or possibly from 1946, but an account from an Amador family member recalls them as being there earlier. Finally, the ceiling at the north second floor room, Room 202, is exposed vigas with coved plaster between them. Invasive investigation revealed painted boards above the plaster, indicating the plaster was a later intervention, possibly in 1946 or later. The painted dimensional ceilings are generally in good condition, although there are some penetrations for ducts and other items that will require patching, in addition to general repainting.

The most striking floor in the building is the inlaid oak floor in the lobby. This was installed sometime before 1934. It features old growth 2 ¼" rift/quarter sawn white oak inlaid with a striped alternating light and dark 8" wide border and three equally spaced medallions with flower patterns. The inlaid flower patterns appear to be a combination of walnut and maple with a wenge (or similar black wood) center. Although most of the other first floor rooms and the east and south balconies appear to feature the same old growth white oak, only the entry (Room 102) has a single inlaid medallion. The three south front rooms, refinished by the Foundation, show the potential for the remainder of these floors to be refinished. However, the floor structure below the oak floors in other first floor rooms requires additional evaluation. Some of the lobby floor was removed for the column replacement and the remainder was removed in 2021 and stored, to protect it and allow for the floor structure to be replaced in a future rehabilitation to meet the loading requirements for its reuse as an assembly occupancy.

The oak floors at the second-floor west rooms are overlaid on a previous oak floor and appear to be newer than the lobby floor. They are in good condition, and capable of being refinished, despite having been overlaid with plywood and sleepers (now removed). The biggest challenge at many of these rooms and the balconies is their significant slopes, which may require the existing oak finish to be removed and reinstalled on level framing. The floor at the north end of the second floor will need a new structure and what remains of the oak flooring should be salvaged, reinstalled, and refinished. The narrow, thin (3/8") tongue and grooved oak floor at the south second floor room does not appear capable of being refinished and should be removed to reveal the original full-depth oak floor beneath it. Three rooms on the first floor are concrete slab-on-grade in good condition. Sections of an original approximately 7" high base with a an ogee molding on the top edge exist throughout, but it is missing at many walls or has been replaced by a contemporary base. The condition of surviving historic base varies but many sections are in good condition.

Stairs and Railings

The main stairs from the lobby, including their handrails, balusters, and newel posts appear to be those that were in place in the early part of the 20th century, although it is possible that some modifications have been made to them. They are generally in good condition but may have to be structurally reinforced from below for the new use (although existing stairs in historic buildings are permitted to remain in historic buildings, even if they do not meet the current building code). Like the balcony floors, one of the challenges of their current condition

is the significant slopes on the treads and landings. If these are required to be corrected for usability or code reasons, they may need to be disassembled and reassembled to correct this.

The quatrefoil design of the current balcony balusters appears in 1946 photographs, although a more elegant teardrop design that appears in early 20th century photographs was still in place at the south balcony. These balusters appear in 1970s photographs as decorative elements on the front of bank teller stations. Research from these photographs indicates that guardrails at the southernmost bays at the east and west balconies may have had the same design as the south balcony, but the remaining bays were of the quatrefoil design. The reason for the two different balusters is unknown. Despite their modifications, the balcony guardrails are in generally good condition.

Mechanical, Electrical, and Plumbing

The engineering assessments of mechanical, electrical, and plumbing systems was done prior to their removal in 2018 and 2021. All of the removed systems had been installed since 1969. The only remnants of historic systems include knob and tube wiring, a few older electrical outlets and switches, some sections of radiator piping below floors (likely for a steam system), and a cast iron waste pipe at one of the second-floor rooms. The full reports from the engineers of the systems present when their evaluation was done are included in the appendices. The section includes a discussion of historic systems, deduced from historic photographs, remaining evidence, and miscellaneous historic documents, including the Sanborn maps. Heating was originally by wood stoves and fireplaces. There are chimneys still evident in several rooms where plaster has been removed, buried in walls, and many have evidence of former flue openings. By 1908 the heating was by stove with electric and oil lighting, and by the 1913 Sanborn map lighting was noted simply as "Light Electric". In 1914 a newspaper article mentions the hotel as having "Hot and Cold Baths", and a 1917 article notes that a "large hot water plant" was installed.

The main electricity supply is currently disconnected; however, a new transformer was installed in 2017 to service the adjacent commercial development and was sized to serve the Amador as well. A new service will be required for any future electric needs for the building. No historic light fixtures exist in the building except for three chandeliers installed in the renovated rooms by the Foundation, which may be reproductions. Historically, fixtures were pendent or chandeliers, starting with simple frosted globes in the early 1900s, and transitioning to fixtures with large truncated conical fabric shades in the 1910s, which remained until the late 1930s, with the addition of numerous table lamps. It then transitioned to glass chandeliers and table lamps from 1946 onwards.

ii. PART 2

a. Historic Preservation Standards and Treatment Recommendations

This section provides the foundation for recommendations for the continued preservation of the building and guidance for its adaptive reuse. Guidance for appropriate treatment of historic structures is contained in the Secretary of Interior's Standards for the Treatment of Historic Properties, which are accompanied by Guidelines for Preserving, Rehabilitating, Restoring & Reconstructing Historic Buildings.

The Secretary of the Interior's Standards recognize four distinct yet interrelated approaches to the treatment of historic properties -- **preservation, rehabilitation, restoration,** and **reconstruction**. The most appropriate treatment standard for the Amador Hotel has been determined to be rehabilitation, which is defined as follows:

> *Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing*

or changing uses while retaining the property's historic character.

Rehabilitation is the only standard that allows for additions to historic structures, which are required in the Amador's case to provide a second emergency exit from the second floor and elevator access to accommodate people with reduced mobility, including those who use wheelchairs.

Rehabilitation includes the following standards in the Secretary of Interior's Standards:

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

The Guidelines are arranged in tabular form with recommendations for primary materials and elements, such as Masonry, Wood, Windows, Finishes and Mechanical Systems, as well as general considerations, such as Site and Setting, Code Required Work, and Resilience to Natural Hazards. Two columns provide guidance for "Recommended" and "Not Recommended" practices. This table has been adapted for this report, where the left column generally follows the "Recommended" practices from the table in the Guidelines and the right column provides more specific recommendations for their application to the Amador. Only materials and elements found in the Amador are listed in the table.

b. Requirements for Work

Requirements for Work Section is intended to provide detailed recommendations for the adaptive reuse. It begins with a discussion of potential and recommended uses for the building, which were developed in consultation with stakeholders, and is followed by schematic floor plans, building elevations and sections, and renderings for the preferred use. This is followed by a building code analysis, and specific recommendations and issues to consider for the rehabilitation, discussed in more detail than in the previous section.

Building Use

The section includes a summary of the uses and alternative design concepts, and consultations with stakeholders to refine and confirm them. Stakeholders included representatives of the City of Las Cruces Public Works and Economic Development Departments and members of the Amador Hotel Foundation Board. Lynette Pollari, the former architect for the New Mexico Historic Preservation Division was also involved in meetings where reuse was discussed. In her initial review of this HSR, she made recommendations for additional uses that should be considered. Various options for reuse are discussed in this section accompanied by floor plans that were developed for different uses and use combinations. The final combination of uses that were accepted by the stakeholders include the lobby for use as an event center for public and private functions, with the second floor rooms used for offices for non-profit organizations or other tenants that might seek out the unique ambiance of the building and would be amenable to certain restrictions of use that may need to be imposed to coordinate with events held in the lobby. Other than the small museum component and the proposed attached restaurant, included in the 2009 Reuse Study, these were the same uses proposed in that study. Some rooms on the first floor may be used for exhibits that would highlight the history of the building and the Amador family. The curation and operation of the exhibits has yet to be determined, but as of this writing, formal museum space, as proposed in the 2009 Plan is not proposed. The most likely rooms in which permanent or changing exhibits might be displayed are the formal entry off Amador Avenue (Room 102) and the two adjacent rooms (Room 103 and 125). Since the Foundation has received donated furniture that would not necessarily all fit in these rooms, other rooms may function partially as exhibit rooms while also providing meeting and break-out space for events in the lobby, or small meetings when the lobby is not in use for an event.

Conceptual Plans

The proposed plan preserves the existing layout of the historic hotel building and all its primary spaces and restores missing features that were central to its historic character. The exterior of the historic structure will follow the lead of the work on the west facade that is in progress, restoring it to its appearance in the mid-1930s. This approach was developed with guidance from the New Mexico Historic Preservation Division. This will also include removal of the Pueblo-Revival style portico at the south facade and restoration of the former Territorial style portico.

Two new exterior additions are proposed at the east façade: A new entry vestibule, which will extend the remaining portion of the former bank lobby, will provide barrier-free access to the event center, and to a new stair to access the second floor offices, as well as to provide the required second emergency exit; and a new elevator addition at the northeast corner of the lobby, accessed from the existing non-contributing additions, that provides access to the east balcony. At the second floor two new single-user toilets and a custodial room will be constructed as part of the addition, off the second floor elevator lobby. A new rooftop terrace is proposed over the former large bank vault, which would be accessed from the landing at the top of the new stair.

The remaining east side bank additions will be reconfigured on the interior to provide a new corridor connecting the historic lobby to an exterior door to the east, from which the elevator is also be accessed. Toilet rooms will be constructed either side of this corridor. The south end of the bank additions will become a small catering kitchen, which will be connected to the former small vault that will become a bussing and serving station for events in the lobby. The former large vault will be converted into a pre-function room for events and will have a small bar service area and a storage room for tables and chairs. This space will be opened up to the former hotel lobby at the location of the former Pinto Room (which was the bar for the hotel). The opening and the lintel over it still exist on the lobby side of the wall. At the exterior it will open onto a new patio, that will echo the former hotel patio at approximately this location. A shade structure is proposed over the south end of this patio.

A family toilet will be constructed behind the elevator on the first floor and can be accessed from Room 116 at the north end of the lobby, which can be used as a green room for wedding receptions and similar events, as well as from the new corridor. Mechanical, electrical and storage rooms are located in the former locations for these functions but are accessed directly from the exterior at the north. This would make them easily accessible from service vehicles in the parking lot.

The massing of the new exterior additions will be kept to a minimum to reduce the impact on the historic facades, particularly from the principal Amador Avenue facade. Both additions are shown to be clad in fiber-cement panels in a contrasting color to both the historic building and the 1980s additions, so that they are clearly distinguishable from the historic structure as contemporary additions. Where the additions join the historic structure the wall will be recessed, and the roof line lower than the remainder of the addition, so there is a clear separation between the two. The exterior plaster finish of the historic structure will continue from the exterior of the historic building wall to the interior of the additions at the former exterior wall and will be visible through glazed connections at the building wall to visually maintain the historic building exterior wall line.

New windows are proposed at two locations on the north elevation of the historic structure; one in Room 116 (the Green Room), matching other windows on the first floor; and two paired casement windows in Room 202, above Room 116, restoring those seen in a historic photograph. At the second floor balcony on the east facade, the original casement sashes (currently in storage) will be restored to the three existing windows and the contemporary door to the roof will be replaced with a new matching window, that was formally at this location. At the south facade, the existing pair of doors to the portico roof at the second floor will be replaced by a new door with the original design of paired lights that existed until 1969.

At the interior the intent will be to preserve, repair and rehabilitate all character-defining existing features, such as the painted dimensional lumber, board and batten, pressed metal, and hand-painted ceilings, wood floors, including the inlaid floor in the lobby, and wall plasters and painted finishes. Missing elements will be

restored, where sufficient information exists to replicate them, such as historic doors, wainscot and trim. Some reproduction historic wallpaper may be restored. Historic paint colors should be restored where they can be determined and where appropriate for the new use. While there will be significant repair work and restoration of some elements, the approach to the rehabilitation of the historic building should be one of preservation to the greatest extent feasible.

Building Code and Accessibility Analysis

A preliminary building code analysis provides an overview of the applicable codes and Authorities Having Jurisdiction. The basic analysis, undertaken by Integrity Code Consulting and Inspections (ICCI), was included in the 2018 draft of the HSR which has been summarized in this section. The full analysis is included in the appendices. The analysis has been expanded and annotated by Jonathan Craig to update it for the current floor plan, which has changed from that used for the analysis and for information gained from selective demolition work. The primary building code that will be used for the project is the New Mexico Existing Building Code, which adopts the International Existing Building Code with amendments. This provides the most flexibility when working with existing buildings and has a specific chapter relating to historic buildings. The New Mexico Historic Earthen Building Code (NMEBC), a code developed by the State of New Mexico specifically for the purpose of allowing historic adobe buildings to remain in use, will also be referenced. The building construction type and occupancy groups are discussed, as well as the approach to the interpretation of the New Mexico Existing Building Code and other applicable codes.

No discussions have been held to date with the Building Code Official (the Construction Industries Division) but this is a priority now that the conceptual plan has been developed and the building use better defined. The NMEBC allows considerable discretion to the Building Official to take into consideration the specific circumstances of existing buildings, and historic buildings in particular, and to weigh the relative merits of alternative strategies to full compliance, when full compliance would be damaging to historic features. Prior to initiating discussions, it is recommended that further structural analysis is performed, and significant structural issues identified. It is important to understand that the analysis included in this report is preliminary and a more in-depth analysis will be required for the full building rehabilitation. The NMEBC provides three primary methods of analysis: the Prescriptive Method, the Work Area Method, and the Performance Method. The Prescriptive Method is generally for projects of smaller scope than that anticipated at the Amador. The Work Area Method is the most common approach and has three compliance paths, depending upon the extensiveness of the anticipated work. Each succeeding path generally incorporates the requirements of the one before it as the scope and nature of the work increases. Also included with this method is a chapter on Change of Occupancy, which would apply to the Amador lobby, which changes from office to assembly use, and potentially other rooms used in conjunction with it. The Performance Method uses a score-based evaluation of components (height/area, compartmentation, vertical openings, means of egress, and fire protection systems) to determine the extent to which the proposed alterations will meet the intent of the building code. If the total score is high enough for the occupancy classifications involved, the work is deemed to comply the IEBC. Although this has usually been used for larger projects, due to the effort and expense required to complete it, tools are now available to reduce the amount of time and attendant cost to complete it. Municipalities in other areas of the country have used it successfully on small main street buildings. Given the Amador's unusual features, this may be the most effective method to preserve some of its unique character-defining elements and avoid potentially damaging historic fabric.

The building code analysis is followed in the report by tables and plans analyzing building allowable areas,

number of stories, and fire separations of occupancies for different construction types, occupant load and exiting plans, and calculations for requirements for plumbing fixtures (from which the number of fixtures included in the conceptual plan were derived)

Additional Adaptive Reuse and Rehabilitation Requirements and Considerations

The Requirements for Work section concludes with more detailed discussion of issues that need to be addressed in the rehabilitation, such as site and drainage, considerations for structural reinforcement and coordination with the installation of utilities within the building, temporary protection of the building from moisture infiltration prior to final rehabilitation, and the particular challenges associated with rehabilitating finishes in the building. This subsection concludes with a discussion of heating, ventilating, and air conditioning (HVAC), automatic fire suppression, and fire alarm systems, and energy-saving improvements. The HVAC discussion includes layouts for a proposed system that would minimize the intrusiveness of the system on the historic structure, while providing the necessary conditioning for the varying concurrent demands of the uses, from small office spaces to a large assembly room.

c. Rehabilitation Priorities and Budgets

This final section of the report includes a discussion of immediate priorities for protection of the historic resource and work required to advance the rehabilitation design, and a preliminary project budget opinion. Recommended protection measures include protecting the building from unauthorized entry, vandalism, and fire, with installation of temporary fencing, intrusion and fire alarm systems, and boarding over first floor windows. Many of the recommended measures are in the process of being included in the West Façade Rehabilitation construction contract.

Recommendations for the rehabilitation design discusses the processes to be considered for the design phase of the full rehabilitation project, including determining potential phasing, and the options for procurement of a construction contractor. A list of additional assessments and similar activities that could be part of the design contract or separately procured is also included.

The section concludes with a budget estimate for the project, including the basis for the budget and its limitations, and the assumptions made in preparing it. Given the number of unknowns, including potential structural upgrades and building code requirements, this is for budgeting purposes only and does not represent a prediction of what bids or negotiated contract sums may be. The recent and continuing inflation in construction costs makes even straightforward construction projects difficult to predict. The Amador project is very specialized and will require craftspeople not easily found either locally or nationally. The west façade contractor was able to find adobe masons, lime plasterers, and historic window rehabilitation specialty subcontractors, with some difficulty, but due to the nature of the work and the often-limited capacity of these subcontractors due to the scarcity of people capable of doing the work, the schedule has been very extended, which increases the cost of the project. A summary spreadsheet for the budget is included in this section, with the detailed budget included in the appendices.

CONCLUSIONS

The Amador Hotel is a unique cultural property in the State of New Mexico, and represents the fascinating and complicated history of the southern part of the state, and in particular of Las Cruces, New Mexico's second largest city. Much of this history is shared with other parts of the state, including the better known and more widely celebrated northern areas of the Rio Grande Valley, but the region's proximity to Mexico and Texas, created different political, social and cultural dynamics from those found in other parts of the state. These dynamics shaped Martín Amador, whose extraordinary drive, entrepreneurial spirit, ingenuity, and fortitude is epitomized by the Amador Hotel. The property is the oldest building owned by the City of Las Cruces and its rehabilitation and adaptive reuse may represent the last opportunity to authentically capture the unique history of the area and that of one of its most influential, but perhaps less-appreciated founding citizens, his immediate family, and his descendants.

The Amador Hotel served local, national, and international visitors for over 80 years, beginning in the 1880s. It started in a time when travel was arduous and undertaken primarily for business rather than pleasure. Travelers initially arrived by railroad, which soon became popular for leisure travel in addition to commerce. Martín Amador anticipated this, and the business opportunity this would provide to transport people and goods from the depots to their final destinations, including his hotel, replacing his long-haul trail freighting operations, which could not compete with the railroad. Following Martín Amador's death the automobile ultimately replaced much of the train travel during the first half of the 20th century, particularly for leisure purposes.

Many changes were made to the building and its operation over its long life, to adapt to changes in modes of transportation and the socioeconomic changes that accompanied them, including during Don Martín Amador's tenure and that of the two generations of his family that followed him.

The original appearance of the building placed it within the Territorial style, although with some elements that were perhaps atypical of that style. The first elements of the popular Pueblo-Revival style appeared in the building in the 1920s, when a second floor was added to the rooms north of the 2-story grand lobby. The replacement of the smooth plaster at the exterior of the building, on which only the last vestiges of the distinctive faux stonework remained ca. 1925, with a rough-textured plaster by ca. 1936, could have been interpreted as part of a transition to the Pueblo-Revival style. However, this finish is characteristic of the original plaster finish of other historic buildings in Las Cruces from the early part of the 20th century that are firmly within the Territorial or late-Victorian styles. The building maintained its predominantly Territorial style appearance until 1946, when Martin Campbell Sr. undertook major renovations, including replacement of the former Territorial portico, with its paired-wood columns, with one in the Pueblo-Revival style, marking the earliest visible transition to this style. This was undoubtedly a response to the expectations of tourists to New Mexico, following the use of the Pueblo-Revival style as part of a statewide marketing effort to entice them to the area.

The closure of the hotel in 1968 and its acquisition by Citizens Bank not only radically changed its use, but also resulted in a complete transformation of the building's exterior appearance to a stripped down, Pueblo-Revival style. This was accompanied by major additions, and demolition of single-story adobe structures outside the historic two-story core of the original building that radically changed its historic massing. The changes resulted in a denial of a nomination to the National Register of Historic Places, submitted in the 1970s, despite the building having been placed on the State

Register of Cultural Properties in 1969, before the changes were made with the bank renovations and additions. Further interior renovations, likely undertaken during Doña Ana County's ownership from 1985 to 2007, covered up what remained of the original finishes at the building interior.

During the development of a Reuse Plan for the historic hotel, by Kells + Craig Architects in 2009, evidence was discovered of remaining historic fabric below modern finishes, but the extent and condition of them was not known. Work on first floor rooms off the main lobby from 2011 through 2017, primarily undertaken by Amador Hotel Foundation volunteers, revealed extensive historic finishes in those rooms. Further work in 2017, to undertake structural repairs on the first floor columns in the main lobby, confirmed the same in this most important character-defining space. This Historic Structure Report has revealed the full extent of historic fabric that remains in the Amador Hotel, much of it dating from its earliest days in the second half of the 19th century. The selective demolition performed prior to beginning this HSR started the process of unmasking this historic fabric and, although some significant features have been lost, subsequent selective demolition has shown that it is more extensive and more intact than was anticipated. Prior to this work there were doubts about whether the property would be eligible for listing on the National Register of Historic Places, or whether any of the treatments, defined in the Secretary of Interior's Standards for the Treatment of Historic Properties, would be feasible.

What has become clear, through the development of this report, is that not only should the property be eligible for the National Register, but its rehabilitation is feasible under the Secretary of Interior's Guidelines for Preserving, Rehabilitating, Restoring and Reconstructing Historic Buildings, specifically under the Rehabilitation Standard, given its intended reuse.

Work started in 2021 to restore the west facade, due to progressive deterioration of the stucco finish and concerns about the stability of the underlying adobe wall. This forced the decision on the appropriate treatment for the exterior of the building. The determination was made, in collaboration with the New Mexico Historic Preservation Division, to restore the predominantly Territorial style appearance of the exterior of the building to that of the mid-1930s. This was driven by the fact that second floor windows had been changed since ca. 1925, at which time the original smooth, likely lime plaster, finish was still present. To avoid creating a false sense of history, NMHPD determined that the second floor windows would need to be restored to the double-hung type present in the ca. 1925 photograph, if the plaster finish from that period and earlier were to be restored. This would likely have changed the treatment towards a Restoration Standard, for which adequate evidence of the appearance and existence of contemporaneous elements, from historic photographs and other sources, does not appear to exist. Further, the Restoration Standard would not have been appropriate, given the requirements for the intended reuse.

The return of the exterior to its ca. 1936 appearance restores the Territorial style, characteristic of the Amador Hotel's early years, while allowing for the removal of later non-contributing Pueblo Revival style changes and additions that radically altered its historic appearance. It also allows for the use of Rehabilitation Treatment to accommodate the new use and to retain elements that have been added or changed and have achieved significance in their own right during the primary Period of Significance of 1910 through 1945.

This report and the conceptual drawings and renderings included within it show how the rehabilitated Amador Hotel can once again become a vibrant hub in Downtown Las Cruces after years of neglect. The rehabilitated building will return the oldest building owned by the City of Las Cruces to its former elegance, showcasing the city's early history and that of one of its most important citizens, Martín Amador.

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PART 1 - DEVELOPMENT HISTORY

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1.A. HISTORICAL BACKGROUND AND CONTEXT

i. Martín Amador (b. 1836 – d. 1903)

Martín Amador was born on November 10, 1836, his birth being registered at the Catedral de Nuestra Señora de Guadalupe (Juarez, MX). When he was five years old, his father, Francisco Amador, died. In 1849, at the age of thirteen, following the death of his stepfather, Marcelo Varela, Martín and his brother, Jose Maria, moved with his mother, Gregoria Rodela, to Doña Ana in southern New Mexico. In 1850 the year after it was established, the family moved to Las Cruces, where his mother started a general store.

The life of Martín Amador is well documented as that of one of the most prominent citizens and entrepreneurs in the Territory of New Mexico. Although he is said to have had little schooling, and grew up speaking only Spanish, he was self educated and taught himself English[1]. At the age of six, he became a U.S. citizen in a public oath-taking ceremony in Doña Ana after American troops occupied the territory in 1846. In 1861 he married Refugio Ruiz of El Paso del Norte (now Juarez, MX). He built his first family home in 1863, next to his mother's home on block 13 of the original Las Cruces town site, at the southwest corner of Main Street and Amador Avenue.[2] The following year, in 1864, at the age of twenty-eight, he founded the Amador Freight Line, a business that supplied goods to the region's U.S. Army troops. The Amador Freight Line rapidly grew and by 1866 extended to a large geographic area: north to Santa Fe, east to St. Louis and Texas, west to Arizona, and south to Ciudad Chihuahua. It was a successful business for sixteen years. Despite having advocated for its routing through the city, including donating land for a depot, the long-awaited arrival of the railroad in Las Cruces in April 1881, threatened to disrupt or even terminate the need for Martín Amador's freighting services. Undeterred, Martín adeptly transformed his freighting business to Amador's Transfer Line to deliver large and small products from the train depots and storage facilities to their final destinations, as evidenced by the following advertisement: "Amador's Transfer Line: Pianos, Furniture and Freight Moved at Reasonable Rates"(Rio Grande Republican, 24 Aug 1889). "Amador's Transfer Stable and Livery and Feed Stables" (*Rio Grande Republican*, 29 January 1897) were also heavily advertised. These businesses prospered for almost 40 years until Martín's death.

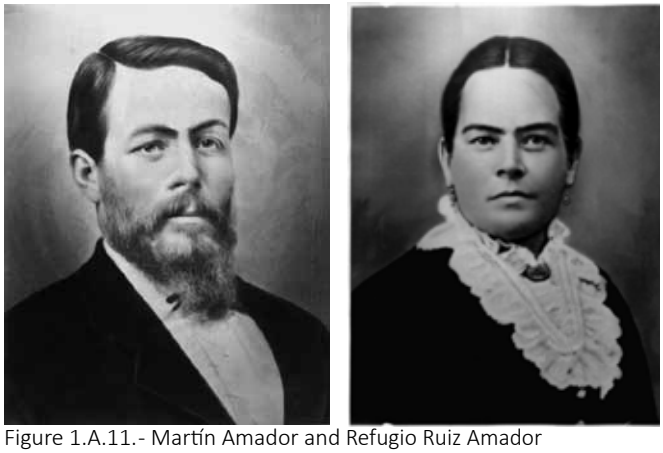

Figure 1.A.11.- Martín Amador and Refugio Ruiz Amador

By 1869, Martín already owned several farmland plots in the Mesilla and El Paso valleys. He also managed his mother's store, Amador Mercantile, in Las Cruces, and by 1870 he owned another store in Silver City, NM, for which he was issued licenses by the County clerk (*Rio Grande Republican* 8 July 1882). Along with others, he formed the Las Cruces Town Company, which later purchased, surveyed, and sold 96 acres on the western edge of Las Cruces.

As his businesses grew, so did his personal influence, and his advocacy for, and participation in civic institutions in Las Cruces. During the 1880s he helped develop Las Cruces' first police department and its first public school system, and helped establish Lorreto Academy of the Visitation, by donating land to it and providing financial assistance. The list of his appointments to public bodies and of his service in elected office is impressive:

Figure 1.A.1.- 1 Account of Dr. Terry Reynolds, Las Cruces Bulletin, NMSU News Clips. Page 1

2 Ibid

- 1876 - Appointed to U. S. Centennial oversight committee
- 1877- Appointed to the road commission
- 1878- Elected Doña Ana County treasurer in 1878, was re-elected in the following year.
- 1883- Elected "Mayordomo of the contra acequia by the Board of Water Commissioners"[3]
- 1884- Appointed to the Las Cruces School Board
- 1884- Elected to serve on a commission tasked with providing Mesilla and Las Cruces with a good water supply
- 1886 - Appointed to the Agricultural Ditch Commission.
- 1889- Appointed to serve as a U. S. Marshall in 1889 and reappointed in 1890
- 1892- Elected as County Probate Judge in 1892.

In 1902 Martín Amador testified before a U. S. Senate Committee considering statehood for New Mexico. Controversially, he testified against statehood, declaring that New Mexico's citizens currently lacked the necessary education to actively participate in a democracy.

Between 1883 and 1885 Martín Amador also found time to construct a new home for his growing family, and to enlarge a property he owned at the northeast corner of Amador Avenue and Water Street for the Amador Hotel, which he operated for many years and is the subject of this Historic Structure Report. Both of these ventures are described in more detail following this section.

Don Martín and Doña Refugio Amador enjoyed a rich social life and were frequently invited to social and cultural events in many circles, including as guests of prominent families in Las Cruces, Mesilla, El Paso, and Juarez. Martín Amador's name also appeared frequently on committees that sponsored dances and artistic programs, along with the names of other prominent families, such as Armijo, Barncastle, Chavez, Fountain, Freudenthal, and Lohman, some of which were also his business associates.[4]

Despite his impressive achievements, Martín Amador appears to have remained modest in his own estimation, evidenced by a paragraph in the local paper regarding his apparent reluctance to continue his service as Marshall:

> *Some weeks ago Don Martín Amador sent in his resignation as Deputy United States Marshal, but when Marshal Romero visited Las Cruces last week he refused to accept it and persuaded him to continue to serve. Don Martín has made a faithful officer and gives the fullest satisfaction.*[5]

In another moment of self-deprecation, but ultimate acquiescence to the larger public good, the following exchange was recorded:

> *Mr. Amador addressed the meeting in Spanish, stating that he did not wish to serve, as he did not speak or write the English language as perfectly as he wished and as the office required. The chair explained that Mr. Amador's knowledge of English was fully equal to the duties of the office, especially as he would not be called upon to [ ] alone. Mr. Riley strongly pressed the nomination of Mr. Amador, who ultimately consented, and was unanimously elected. Mr. Amador thanked the meeting for the honor conferred upon him, and said he would do his best, and what he did not know he would try to learn.*[6]

In addition to his business ventures and public service, Martín Amador appears to have displayed a talent for inventions that eased the practical challenges of everyday life. According to a 23 Dec 1974 *Albuquerque Tribune* article that quotes historian Lansing Bloom, Martín Amador invented a plow variation, described as a "miracle of ingenuity," and forerunner of the modern cultivator. Patented on 19 July 1892 Amador "refused

3 *Rio Grande Republican*, 4 August 1883

4 Women of the Amador Family, 1860-1940, Sandra L. Stephens, from New Mexico Women, Intercultural Perspectives, UNM Press 1986, p. 260

5 *Rio Grande Republican* (11 June 1887)

6 *Rio Grande Republican*, 27 September 1884

$70,000 for half interest because he planned a factory in Las Cruces, which didn't materialize." The article concludes by remarking that Amador received "lots of publicity, but no money" for his invention. He also invented a horse-drawn threshing machine to replace the traditional hand pole thresher. His family home and the Amador Hotel both display ingenious systems for natural cooling in the intense New Mexico summers that bear the mark of Martín Amador's ingenuity.

One local observer summarized Amador's pioneer life this way:

> *Martín Amador's history would make a romantic story. He came to Las Cruces when there were scarcely no houses at all. He was then a "Freighter" between here and Kansas City. Some of his trips were little less than continuous battles with Indians… He now has very extension [sic] interests in Las Cruces and around the Mesilla Valley. The transfer company is owned and operated exclusively by him in connection with his livery stable on Amador Street. The rooming house on the corner of Amador and Water Street is his property, being originally the Amador Hotel. His numerous buildings in [sic] Amador Street were the cause of its being named after him. He has a number of alfalfa ranchos and grain farms in the country. He was born in Juarez, Mex., and was married to [a] Juarez young lady…* [7]

An article in the 28 January 1901 *El Paso Daily Herald* bears humorous testimony to the high regard in which he was held during his life:

> *A. J. Fountain, probate judge for Doña Ana county and Don Martín Amador, a well-known and prominent citizen of Las Cruces, attended the El Paso carnival… It seems that Mr. Fountain was watching a street game or fakir ply his vocation, and a man near him had his pocket picked, and turning thought he saw the thief hand his watch to Mr. Fountain, and so [contacted] an officer. The great and astute guardian of the peace of El Paso proceeded to take Judge Fountain into custody, when Don Martín Amador stepped up and vouched for Mr. Fountain's integrity, and good character. Instead of taking Don Martín's word for it, he took Don Martín himself, and marched them both up to the police station. It began to look like free lodging for a time, until they met the chief, who recognized both gentlemen and ordered their release.*

Martín and Refugio Amador, in their 42 years together had 15 children, of whom eight, three boys and five girls, survived to adulthood. He died of a stroke or a heart attack in 1903 at the age of 64. His death was described in a 7 March, 1903, *Alamogordo News* article headlined, "Death of Don Martín Amador":

> *Thursday at Las Cruces Don Martín Amador, apparently in good health, started as usual with the mail for the depot, and on the road was suddenly taken with a stroke of apoplexy, fell from the seat of the buss [sic], to the ground. He was immediately taken home and medical assistance summoned in vain.*

Four years later Refugio also died, as recorded in the following death notice: "Mrs. Refugio Amador, widow of the late Martín Amador of Las Cruces, died last Thursday at her home in that city" (Las Vegas Daily Optic, 5 Feb 1907).

Martín Amador helped bring goods and services to local residents, connecting Las Cruces with far-flung trading outposts; became a leader in Las Cruces' transition from agricultural village to urban center; and was a role model in bridging cultural and social differences. The pioneer freighter, businessman, farmer, family man, consummate innkeeper, and ambitious civic leader remains a well-known and admired figure to this day.

7 *Rio Grande Republican*, 15 April 1898

ii. Geopolitical Events and the New Mexico Territory

The momentous geopolitical events and technological transformations that engulfed Mexico and the United States in the second half of the 19th century and the first half of the 20th century touched every aspect of political, social, cultural, and economic life in the New Mexico Territory, and later the State of New Mexico, particularly in the Borderlands. This period, which encompassed most of the lifetimes of Martín Amador and his wife, Refugio, and those of their children, is captured by the following chronology, along with the effects on the Amador family:

1846-1848 — The Mexican-American War: Following the annexation of the sovereign nation of Texas (after its secession from Mexico 10 years earlier) Mexico attacked the United States, which declared war. At the beginning of the conflict U.S. troops occupied Santa Fe, quickly moved to the Las Cruces area and entered Mexico. This was the same year that Doña Maria Gregorio Rodela de Amador moved with Martín to Doña Ana, in the New Mexico Territory, which allowed Martín to take U.S. citizenship.

1848 — The Treaty of Guadelupe-Hidalgo: The treaty ended the conflict and most of the New Mexico Territory was ceded to the United States as part of the largest expansion of territory under its control.

1853-1854 — The Gadsden Purchase: Although Las Cruces fell under the area covered by the Treaty of Guadelupe-Hidalgo, areas to the south, including the Town of Mesilla, were still part of Mexico, which was ceded to the U.S. as part of a $10 million settlement.

1861-1865 — The American Civil War: The Confederate Army briefly occupied parts of the Territory from February to early July 1862. It entered and retreated to Texas through Mesilla, so Las Cruces was under Confederate control longer than other areas of the Territory. Union troops retook the area and the number of troops increased, which Martín Amador supplied from his mother's mercantile using his new freighting business.

1849-1886 — The Apache Wars: Although Apache raids were a threat to his wagon trains and his livery stables, the presence of troops in the area to supress the raids provided him with a steady source of revenue for his freighting, mercantile, and agricultural businesses.

1881 — The arrival of the railroad in Las Cruces: Adapting to the competitive threat of the railroad, Martín Amador transformed his freighting business into a transfer and delivery business, including transporting the ever-increasing passengers from the depot, both business people and tourists, to his Hotel.

1910-1920 — The Mexican Revolution: Two of Martín Amador's children, Francisco and Clothilde married members of the Terrazas family, one of the wealthiest families and largest landholders in Mexico, owning over 7 million acres, and which was allied with Porfirio Diaz, the dictator deposed in the revolution. The two Amador children and their spouses lost access to considerable fortunes as a result of the Revolution.

1912 — The first designated highway is completed through Las Cruces: Cars can be seen in front of the Amador Hotel in photographs dated ca 1910s and signalled the increasing importance of automobile travellers.

1912 — New Mexico Statehood: The increased profile of the state, and tourist traffic through it, benefitted the Amador Hotel.

1917-1918 —U.S. participation in World War I

1929-1939 — The Great Depression: Corina Amador Campbell died early in this period but physical improvements to the hotel continued under Frank Campbell's management, despite what must have been a fall in the number of hotel guests.

1941-1945 — U.S. participation in World War II: During the war, military personnel stationed in nearby military bases patronized the Hotel and continued to do so after the war.

Figure 1.A.12.- The Amador family. Front row, left to right: Amelia, Martín, Refugio, Juan; back row, left to right: Julieta, Maria, Francisco, Clothilde, and Corina. Martín Junior, not shown, died at the age of 20 in 1889

iii. The Amador Family and Home

Until 1879 the Amador family lived in a house that adjoined the livery stables at the southwest corner of Amador Avenue and Main Street. This was also the location of the Amador Mercantile, the store founded by his mother. By 1878 Martín and Refugio had five children, ranging in ages from four to fifteen years old, and construction began on a new home at the northwest corner of Amador Avenue and Water Street, just west of what became the Amador Hotel. In 1879 construction of the "Casa de Jardin" (Garden House, so named for its lush gardens) was completed. It was 78 feet long and 48 feet wide and was situated along an open *acequia* (irrigation ditch). It featured a walk-out basement, used for food stores built at the level of the former river bed, with living spaces above raised approximately a half level above the street. The house was surrounded by porches on all sides and connected by a pedestrian bridge across the acequia to the Hotel across the street. The basement consisted of nine separate

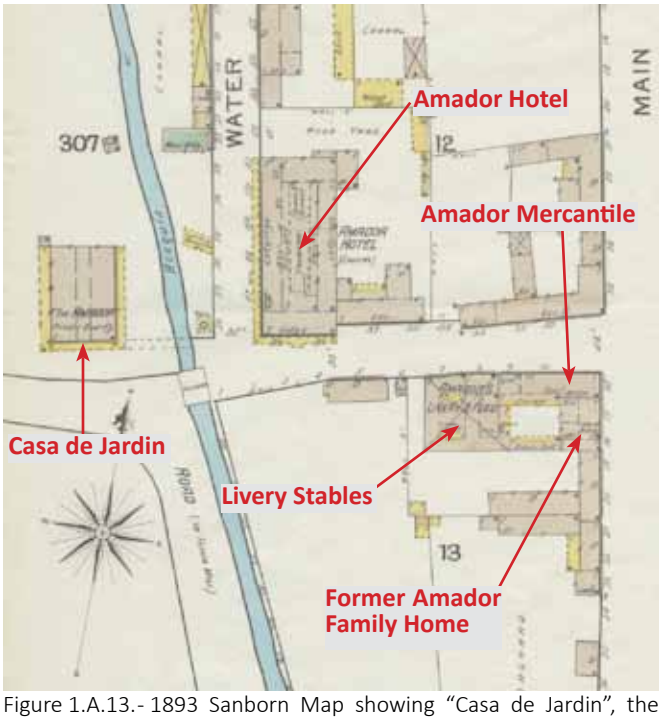

Figure 1.A.13.- 1893 Sanborn Map showing "Casa de Jardin", the Amador Hotel, and the Amador livery stables at the SW corner of Main and Amador

rooms, arranged along a central hallway, for different types of produce from the Amador farms, including one for out-of-season produce, such as watermelons and tomatoes, that could be sold during the winter months as delicacies. The living quarters also contained nine rooms with the identical layout to the basement. Access from the house to the basement was via a trapdoor. The living quarters were sumptuously decorated with wallpaper, carpets, and stretched fabric (or possibly wallpaper) ceilings and were furnished and equipped with products from well-known national retailers, which Martín and other family members acquired while travelling, or ordered from mail order catalogs. The house also featured an ingenious counterbalanced shutter system that slid on tracks between windows in the upper living quarters and the basement, so that when a window was closed at one level it was open at the other. To keep the water from the acequia from flooding the garden, a wall of one quart glass liquor bottles, embedded in earth, was constructed. Observed one journalist, "Amador is putting his house in order for the summer. He has a new cornice on the roof, and is terracing his garden with a wall made of glass bottles. The effect is unique." (*Rio Grande Republican,* 24 February 1883).

In an article written for the New Mexico Architect Magazine in 1962, shortly before the house was demolished following a fire, the author described it and its builder this way:

> *In view of the time of construction, one might say that this house was ahead of its day in a number of ways. The floor plan was adaptable to a variety of ways of living. The construction of the windows and the porch was unique. The quality of construction that was used in the house has shown itself to be thorough and durable. ..... Martín Amador built himself a fine home. It is a mark of achievement for a man who has shown himself to be a real contributor to his times in a variety of activities.*[8]

8 *New Mexico Architect*, January-February, 1962, The Amador Home, Laiten L. Camien

Figure 1.A.14.- The Amador family home ("Casa de Jardin") located west of water street near the Amador Hotel.

While Martín Amador's energy and prodigious drive in his business enterprises is remarkable, the contribution of his wife, Refugio, and later his children, to his successes appears to have been significant. Refugio was only 12 or 13 years old when she married Martín, when he was 25, and had her first living child with him at the age of 14. Martín travelled extensively with his freighting business, supervising his other business interests, and his many properties. Refugio was known to have had correspondence with him about matters relating to his businesses, including management of the Amador Hotel.

In addition to assisting her husband with his business enterprises, she was heir to several properties from her family in Juarez, as was the custom in well-to-do Mexican families, where property was often passed down through matrilineal inheritance. She received income from these properties, which she held in her own name throughout her life, and likely contributed financially to the businesses and to cover family expenses. She also managed the Casa de Jardin, and bore three more children after moving there, who survived to adulthood. While it is known that they employed managers for their businesses, including the Amador Hotel, these would not have been as successful without the assistance of Refugio, and later their children, including the five daughters. In a will Martín wrote in 1880 he left her in charge of all business and property, a sign of his confidence in her ability to manage their family affairs, and praising her as a good wife and mother.[9]

9 Women of the Amador Family, 1860-1940, Sandra L. Stephens, from New Mexico Women, Intercultural Perspectives, UNM Press 1986, pp. 259 through 262

Figure 1.A.15.- Business card for the Buena Vista.

The construction of Casa de Jardin provided the Amador family with three substantial building complexes on the better part of three city blocks in the growing downtown area of Las Cruces. Just as with the former family home the close proximity to, and even intermingling of the home with their business interests, including the Hotel, mercantile, livery stables, and storage spaces for their farm produce, continued.

Rooms in the house were at some point offered to paying guests, as evidenced by a business card of unknown date, but likely after Martín and Refugio's deaths, advertising it as "The Buena Vista - Mrs. M. F. Carroll, Proprietress - Rates $2.00 to $3.00 per day" (Figure 1.A.15). A business card for "F. J. Amador Manager", the third child of Martín and Refugio (who took over management of most of the businesses as his father's health began to fail), advertises the "Amador House - Furnished and Unfurnished Rooms for Rent - By the Day or Week - Bus Meets all Trains" .The reverse side of the card advertises the "Amador Transfer Company - Livery, Feed and Sale Stables - The Only Rubber Tired Buggies in the City - Mountain Rigs a Specialty" (Figure 1.A.16). The Amador House, referred to could have been Casa de Jardin or the original house on Main Street and Amador Avenue, .

After Refugio's death, each of their children received a property and a farm, in addition to shared stakes in the businesses. Clothilde received the Casa de Jardin and Corina the Hotel, while the original house went to Emilia.

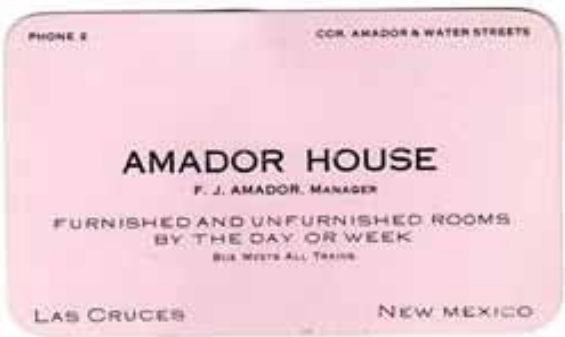

Figure 1.A.16.- "F. J. Amador, Manager" calling card/advertisement for the Amador House". Francisco Amador, the third child of Martin Amador, took over management of many of the Amador businesses as Martin's health declined.

iv. Earliest Building, Amador's Hall, Hotel Amador

It is not known if a structure existed on the property that eventually became the site of the Amador Hotel, at the northeast corner of Amador Avenue and Water Street, when Martín Amador bought it, but the structure that is now the Amador Hotel, was clearly formerly a single story structure. Details of this structure, such as its original construction date, whether it was built by Martín Amador, its use, or its configuration are not known. The date that Martín Amador purchased the property is also not known and no chain of title to the property has been found. He may have bought it after 1864 when he established his freighting business. One source notes that "he established a rest stop for his wagon train drivers, livery stables and a fortress-like hotel to provide services and protection for the teamsters."[10] The hotel may be the current site or it could be referring to quarters that were part of the livery stables on the south side of Amador Avenue. The need for a fortified structure is supported by several accounts of apache raids in Las Cruces during this period, which abated by 1880, the year the Amadors attended a ball honoring General George Buell for his services in driving Victorio, the apache warrior, out of the area.[11]

There are several accounts relating that the building was the family's home, including from a guest in 1922, who asserts that he was told by Corina Amador that it was the family's "ancestral home". None of these accounts, have been independently verified. It is possible that the family outgrew the home on Amador Avenue and Main Street earlier than 1879, when they moved to Casa de Jardin, but it appears unlikely that they would have shared living space with teamsters, given their elevated status. Possibly it was no longer being used to house the teamsters, at which point Martín Amador decided to move his family there, or that the teamsters were, in fact, housed next to the livery stables on the south side Amador Avenue.

Figure 1.A.17.- "Amador Stables". This appears to be looking west along Amador Avenue with the livery stables on the left and the Amador Hotel on the right (Not in the picture) RGHC Photo 00040207 dated 1905-10

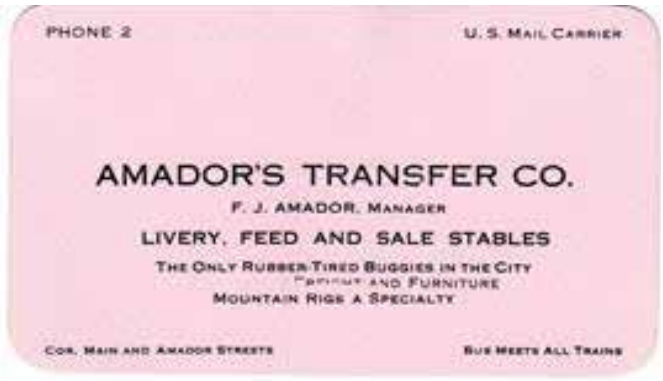

Figure 1.A.18.- The back of the business card for the Amador House, reading: "F. J. Amador, Manager" calling card/advertisement. "The Only Rubber Tires in the City."

The the first mention of the property that has been found, and Martín Amador's ownership of it, comes from a newspaper article. In 1883, even though an official courthouse had not yet been built, the Doña Ana County offices were moved from Mesilla to Las Cruces. In the article headlined, "Amador's Enterprise," a local journalist extolled Martín's efforts to create a "temporary Court House and Jail" at his property:

> *Don Martín Amador has shown a great deal of energy and enterprise… He informs us that the building has already cost him over $1,000, and it is not yet quite finished. The court room looks really elegant, and the rooms adjacent are both suitable and convenient. The iron cages are in place, and will soon hold their occupants tight and fast. He will be an ingenious man, indeed,*

10 Women of the Amador Family, 1860-1940, Sandra L. Stephens, from New Mexico Women, Intercultural Perspectives, UNM Press 1986,, p. 258
11 Ibid., pp. 259 & 261

Figure 1.A.19.- The earliest known photograph of the Amador Hotel in 1888, 3 years after the second story was added. Although a newspaper article form 1887 notes an advertisement for the "Amador Hotel" extolling its amenities, there is no sign above indicating it as a hotel or theater. The next photograph, taken in the 1890s, has a somewhat makeshift "Amador's Hotel" sign, perched on top of the balcony rail. See "Chronology of Development and Use section for more information. Photograph courtesy Judy Jordan (Great granddaughter of Martin Amador.)

> *that escapes from their iron embrace. Just across the way from the Court House is the residence of Mr. Martín Amador, surrounded by a fine garden and with the acequia flowing in front spanned by an ornamental bridge. The house is elegantly furnished from top to bottom, and in a spirit of accommodation he has placed it at the service of those guests who wish to be near the court while in session. Judge Bristol has been tendered the choicest of apartments, and will doubtless accept. The other rooms, we believe, are still disengaged, but as early applications will be [ ] to serve them.*[12]

The first permanent courthouse was also built in 1883 on what became known as Court Street (at the site of the current Court Youth Center). Thus the lodging arrangement at Casa de Jardin was evidently not needed for very long and the use of the building across the street for a courthouse would have been short-lived.

In 1884, the Las Vegas Daily Optic wrote succinctly that "Don Martín Amador is erecting a town hall in Las Cruces" (22 May 1884). In 1885 an announcement in the *Las Cruces Rio Grande Republican,* dated 22 August 1885, noted that "Don Martín Amador is adding another story to the building known as Amador's Hall." The article goes on to observe that "Don Martín is always wide awake in the matter of improvements." In 1886, a notation in the newspaper observed that "Martín Amador is having his hotel building painted and blocked out in imitation of marble. The work is being done by Clausen" (*Rio Grande Republican*, 24 July 1886).

The following year a similar news item appeared after the property was fully developed into a luxury Hotel:

> *We call attention to a very handsome advertisement which appears in this paper of the Amador Hotel. This building is admirably fitted for the accommodation of guests and was built for the special purpose of a tourist's hotel. Martín Amador, the proprietor, proposed to spare no expense and to make the hotel first-class in every particular. It is pleasantly situated,*

12 *Rio Grande Republican* (24 March 1883)

> *has cool airy rooms, hot and cold water, a cozy theatre attached to many other attractions for the pleasure and accommodation of the guests.*[13]

Although there are many accounts that the hotel lobby also functioned as a theater, which until 1902 is shown on the Sanborn Insurance maps with "Stage & Scenery" called out at the location of the grand stair, there are few descriptions of what performances were hosted there or how frequently they occurred (or how the hotel functioned with sleeping rooms around the theater). Two articles from the Rio Grande Republican in March 1886 describe the hotel as having 30 rooms[14] and that it had a "perfect little gem" of a theater. The latter went on to say that the theater opened in March of 1886 with a performance of H.M.S. Pinafore.[15]

13 *Rio Grande Republican* (11 June 1887)
14 Ibid. (7 March, 1886), (
15 Ibid. (20 March, 1886)

In a 1959 newspaper interview with Frank Campbell (husband of Corina Amador), quoted below, he notes that Martín Amador brought in performers from out-of-town and put them up in the hotel, sometimes for a year at a time. Others note that longer stays for hotel guests were not uncommon throughout its operation. The theater was undoubtedly another example of Martín Amador's patronage of artistic events. Hotel ledgers have been found from 1886 and 1887 showing that, although some guests were from farther afield (Boston, Chicago) most were from closer locations, such as El Paso, Lake Valley (a boom mining town north of Las Cruces, now a ghost town), Silver City, Deming, and "City" (presumably Las Cruces itself)

After the arrival of the railroad, Martín Amador maintained a close business relationship with the passenger and freight trains, persistently advertising "The Leading Hotel! The Amador Transfer Co. Busses to All Trains. The Best [Horse] Teams and First-Class Vehicles" (*Rio Grande Republican*, 29 December 1888).

v. Corina Amador (1886-1932) and Frank Campbell (1870-1964)

Martín and Refugio's youngest daughter, Corina Amador, inherited the hotel, following her mother's death in 1907, when Corina was only 21. With savvy, ambition, hard work, and an eye for beauty and luxury, period photographs bear mute testimony to the hotel's regional influence and grandeur under Corina's careful supervision. She is credited with using a combination of room numbers along the walls and room names hand painted above the doors, most of which survive to this day.

Figure 1.A.20.- Corina Amador Campbell 1905-1910

Figure 1.A.21.- Frank Campbell early 1930s.

In February 1912, she had married Frank "Pop" Campbell, who came from Jersey City. Like her parents and brother before them, their lives became intertwined with the workings of the Hotel. In addition to helping with the Hotel, her husband became the head cashier at Bowman's Bank. A news retrospective recounts their wedding and honeymoon plans, and mentions the refurbishing of the Hotel apartments upon their return:

> *The day on which Miss Corina Amador and Mr. F. W. Campbell will become one has been set for February fifteenth [1912]. The ceremony will*

> *take place at the Catholic parsonage soon after noon… a luncheon for the bridal party will be served by the bride's sister, Mrs. Fabian Garcia at the family home. The bride and groom will leave… for New Orleans and will attend the Mardi Gras… On their return they will set up housekeeping in the house of the Amadors where the bride-to-be was born and reared. The pleasure of remodeling the apartments will be reserved till the return of the happy couple and will employ their first few weeks after returning.*[16]

It is likely the remodeling refers to the apartments where they were to live within the hotel. However, sometime between 1908 and 1913, significant exterior renovations were carried out to raise the street facades, install a new roof structure, and install new windows at the first floor. Although this was during Corina's ownership, she was most likely assisted in these efforts by her brother, Francisco, who had been managing the hotel for some time before his parents died.

To the delight of local residents and visitors alike, Corina and her husband carried on the tradition of luxury inspired by Martín Amador and his wife. They lived at the Hotel, where both of their children, Natalia Julieta Campbell (b. 1912) and her brother, Martin Amador Campbell (b. 1914) were born.

During the period of Corina and Frank's proprietership sumptuous furnishings, big-game animal rugs, tapestries, centrally-hung chandeliers, and prehistoric and historic artifacts adorned the grand lobby, exotic travel mementos welcomed lobby visitors and appointed guest rooms, and Corina hand-painted the dining room ceiling,

Frequent advertisements in the years following their honeymoon return noted other amenities, such as "The Amador…Remodeled and Refurnished…The Best Furnished Rooms in the City… Single or Suite… Hot and Cold Baths... Terms Reasonable" (*Rio Grande Republican*, 14 July 1914). An announcement dated 22 June 1917 revealed that the Amador Hotel owner "has just finished installing a large hot water heating plant and other fine modern improvements. This, the oldest hotel in town, is now modern and a most comfortable home for its guests" (*Rio Grande Republican*). Corina and her husband Frank celebrated their sixth wedding anniversary by hosting 65 guests at the Amador Hotel, where a "handsome lemonade set" was presented to them by the "Wedlock Club," of which they were the founding members (*Rio Grande Republican*, 22 Feb 1918 and *Las Cruces Sun News*, 12 July 1959).

Ten years later, a detailed though somewhat fanciful newspaper article recapped the Hotel's history and atmosphere this way:

> *The Amador Hotel built 75 years ago by Martín Amador, father of Mrs. Frank Campbell, the present owner, is still in use. The walls are three feet thick and have outlived two floors. It served as a refuge for settlers during Indian raids. The room now used as a kitchen is said to have*

16 *Las Cruces Sun News* (6 Jan 1942)

Figure 1.A.22.- Left: Front of calling card/advertisement of unknown date reading, "Best of Rooms", "Tables Unexcelled", and "Good Livery Stable.". Right: Back of same card. Note the old rendering showing a somewhat fanciful view prior to the facades being raised.

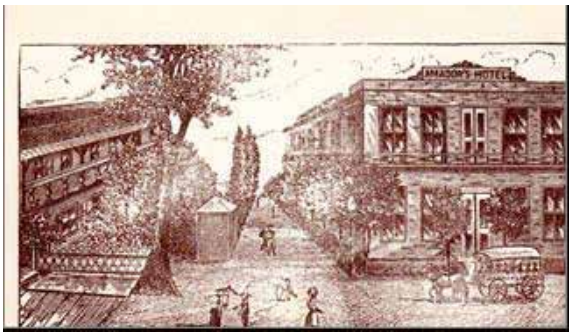

Figure 1.A.23.- Left: "Lane & McIntyre, Proprietors" calling card/advertisement boasting the amenities of the hotel. Right: Back of same card.

> *served as one of the first jails in Doña Ana County. Stories have it that one of Billy the Kid's pals was imprisoned here. The western side of the building served as a court house for a time. In this hotel are found rugs made from the skins of tigers taken in the wilds of India; polar bear rugs from the Arctic Circle, priceless bits of Persian beadwork; sacred paintings from a Mexican monastery and a battalion battle flag held in trust until Mexican officials send for it. A bed used by Benito Juarez, historical Mexican figure for whom Juarez was named, is found here, although the sheets and pillow cases upon which he slept are falling to pieces. One of the dining room mural paintings done by Mrs. Campbell depicts the old trail to Santa Fe over which her father drove his freighting wagons. Many old pieces of furniture brought overland by him from St. Louis are in the hotel.*[17]

Period advertisements dating from Martín Amador's late 19th- and early 20th-century tenure through Corina Amador's influence and Frank Campbell's management into the early 1960s included the following descriptions: "Apartments for families," "best of rooms," "hot and cold baths," "tables unexcelled," "good sample rooms," "omnibus to and from the depot," "furnished and unfurnished rooms by the day or week," "bus meets all trains," "livery, feed and sale stables," "the only rubber-tired buggies in the city," "freight and furniture," "mountain rigs a specialty," "U. S. mail carrier," "fine opera house attached," and "good livery stable" (Figure 1.A.22 and Figure 1.A.23).

A long review of the hotel from an out-of-town visitor, published in the El Paso Herald, praised the hotel's luxurious accommodations and unique character describing it as follows:

> *Strange what interesting things are found every now and then, in an unexpected place. Often during the past five years or so, I have visited Las Cruces and never knew until now it had a hotel which possesses a wealth of romance and beauty and charm and delightful restfulness..... This wonderful old Amador Hotel is not crowded with guests. It must be like that for me, there are thousands who never knew of its existence. It is a place of such interest to those who visit it that it should be shown to visitors of the Southwest with pride. It is in the same class as a showplace, with the California Missions of the San Xavier in Tucson. No hotel I have ever known except the Mission Inn in Riverside, California compares with the Amador in interest to visitors.*[18]

Extensive archival investigations, deeds searches, and U. S. Bureau of the Census research by AHF Board Vice-President Deborah Dennis, retired New Mexico State University curator Terry Reynolds, and others – although extremely fruitful – nevertheless reveal a scarcity of information regarding the daily operations of the Amador Hotel through time, such as the number of accommodations (overnight stays versus apartments), who worked at the Hotel and managed the daily operations, and who comprised the clientele. Further research of the Amador Papers may reveal more information.

17 *Roswell Daily Record* (9 Feb 1928)

18 *El Paso Herald*, (June 7, 1922).

What is clear from the archival research, however, is that the Amador Hotel has been a center for commercial and social activity since the mid-1880s. The Amador Hall, turned Hotel Amador, has hosted theatrical productions, light opera, puppet shows for children, parties for residents, and celebrations of local and national events. Throughout the decades, it hosted well-known personalities ranging from the controversial lawman, Pat Garrett, to scientists involved in the development of the Manhattan Project for the world's first atomic bomb.

The sampling of newspaper accounts below underscores the depth and breadth of the social, educational, and political activities and events sponsored by the Amador family and their descendants at the Hotel over many decades:

The invitations are out for the Valentine's Ball, to be given at Amador Hall on Thursday evening, Feb. 14th (Rio Grande Republican, 9 Feb 1889).

In the evening, a social gathering was held at the Amador hotel in Las Cruces, in honor of the agents and the visiting agricultural men. All extension workers were invited (Albuquerque Morning Journal, 21 May 1915).

On Thursday afternoon the Woman's Auxiliary of Doña Ana County to the state war board met at the Amador hotel… The question of food conservation and economy was again discussed, and a committee on canning was appointed (Albuquerque Morning Journal, 13 May 1917).

Dr. and Mrs. C. A. Toderick and Mr. and Mrs. Frank Campbell entertained jointly with a dinner party at Hotel Amador, Friday evening. The table was very attractive with a large cut glass basket filled with violets as a centerpiece… After the dinner, dancing furnished amusement for the rest of the evening (Rio Grande Republic, 15 March 1918).

The Wedlock Club held a Halloween dance at the Amador Hotel last night. Nearly all of the members came dressed in appropriate costumes for the occasion and the hotel was also decorated in witchcraft style… By eleven o' clock pumpkin pie and coffee were served. It was one of the most interesting dances of the season (Las Cruces Republic, 5 November 1920).

The Ladies Aid of the Presbyterian church of Las Cruces gave a fashion show at the Amador hotel Friday afternoon (Albuquerque Morning Journal dated 3 April 1921).

Last night the Wedlock Club held a dinner dance at the Amador Hotel. At seven o' clock the guests gathered around the board and enjoyed enchiladas, after which dancing was enjoyed until midnight. About sixty people attended the affair (Rio Grande Republic, 27 October 1921).

The Wedlock Club dance at the Amador Hotel last night was largely attended and proved a great success. The heat was not oppressive and everyone danced in comfort. The Fountain Four dispensed jazz… (Rio Grande Republic, 11 May 1922).

Last Saturday and Sunday afternoons the Amador Hotel opened wide its hospitable doors to receive the city's guests from down the valley. Mrs. F. W. Campbell received the scores of El Paso folks, and many from along the way who drove up to Las Cruces over the new concrete road, and made them at home. The hall of the historic old building…echoed once more to the click of the castineta and joyous lilt of the old-fashioned Spanish songs and dances. The Fountains were there to entertain the guests… Mrs. Campbell served her guests with hot tamales and coffee (Rio Grande Republic, 8 Feb 1923).

[P]lans were discussed for a benefit bridge party to be given in the lobby of the Amador Hotel on April 20 (Rio Grande Farmer, 12 April 1934).

An interview in 1959, when Frank Campbell was 89 years old, brings to life his vivacious nature, reveals information on Hotel furnishings, declares that the City's first electrical lights were installed at the Amador, and acknowledges the next generation of management offered by Frank's son Martin and his wife Annie:

> *Frank Campbell, a brilliant conversationalist, bewitches the visitor with history about the old hotel one minute, and with passages from Shakespearian plays the next. Only his faltering step reveals his 89 years… Campbell thinks the landmark is about 100 years old – maybe more —- maybe a little less… Stretching out on one of the canopied, high-poster beds, a glance around the room, sweetens one's imagination back into a century ago. For there is the massive chiffonier, with mirror still flawless, the washstand and dressing table with marble tops, and the rocking chair – all hand-carved… Don Martín also maintained a general merchandise store at the corner of Main and Amador, and a stone's throw away was a blacksmith shop… Don Martín brought theatrical companies to Las Cruces, not for a night or two, but for a year or so, since distances were so great. The performers lived at the hotel, usually in the rooms off the balcony… In a case is an early registry book showing Pat Garrett's signature… Registers show many of the great, and near-great have been guest at the Amador. Cornelius Vanderbilt was so impressed he wrote an article about his visit there… One guest registered for only one night, and prolonged her visit for 28 years… In 1910, Frank Campbell came to Las Cruces to become associated with the Bowman Bank as cashier (sic) and manager. He met, wooed, and wed Don Martín's daughter Corina… In 1932 Corina died, and Frank carried on alone… Until a few years ago, in the lobby hung a long swing… Frank Campbell recalled the first electric light in this area was installed at the Amador… Now another era is beginning, another generation has taken over the Amador – Frank's son and his wife, Martin and Annie Laurie."*[19]

Figure 1.A.24.- Natalia and Martin Campbell, 1940s

In addition to Martin Campbell's role in continuing the family business (described below), his sister, Natalia, was a professional performer and dancer who was in several Hollywood movies, among them "Gold Diggers of 1933" in 1935. Featured often in the local newspapers, her career was briefly summarized in a 28 June *Albuquerque Journal* article in this way:

> *Miss Natalia Campbell and her stage partner, Miss Connie Carpenter, will leave soon for Chicago where they will book independently for the coming theatrical season. They will proceed to New York where they will start in August a 52-week engagement with the R.K.O. Circuit... For the last three years she has been engaged with the largest Orpheum troupe on the western coast. She also had parts in a number of moving pictures.*

She graced the stage at her local Las Cruces Rio Grande Theater before embarking on wider travels. She died in Majorca, Spain in 1955.

19 *Las Cruces Sun News* (12 July 1959)

vi. Martín Amador and Annie Laura Campbell

Martin Campbell began his life at the Amador Hotel. His birth was announced in the 14 July, 1914, issue of the *Rio Grande Republican*:

> *Master Martín Amador Campbell arrived Monday morning at his home at the Amador Hotel, and his father and mother, Mr. and Mrs. Frank Campbell are very happy. The boy was born in the same room his mother was born in and is named for his maternal grandfather.*

The claim to have been born in the same room in the hotel as his mother appears a little improbable, given that the family lived across the street in the Casa de Jardin by then, although the account from the guest in 1922 recounts that Corina told him the same thing. Aside from a six-year stint in the armed forces beginning in 1939, Martin Campbell spent his adult life maintaining his family's Hotel, just as his parents and grandparents did before him. During his Army service, Campbell was in the Military Intelligence for the Southern Defense Command from 1942 until 1945 (Las Cruces Sun News, 24 September 1961). He met Annie Laura Thompson in San Antonio in 1940.

On Martin's demobilization from military service the couple returned to Las Cruces. They had two children: Matin Jr, ("Marty"), born in 1942, and Ann, born in 1944. and embarked on renovations to update the hotel's amenities and began the transformation of its exterior appearance to the Pueblo-Revival style. An article on the refurbished hotel in *Holiday Magazine,* immediately after the renovations, noted that:

> *When the Campbells build, as they're doing now, they work slowly, unobtrusively, almost timidly, hoping the hotel's friends won't object. Since Martin returned from the Army, he has remodeled twenty-five rooms and built five new ones; and there are fifteen more new rooms to go. He's also planning to build cottages and a swimming pool across the street. They'll all blend with the original Amador.* [20]

20 *Holiday Magazine*,November, 1946, p.65.

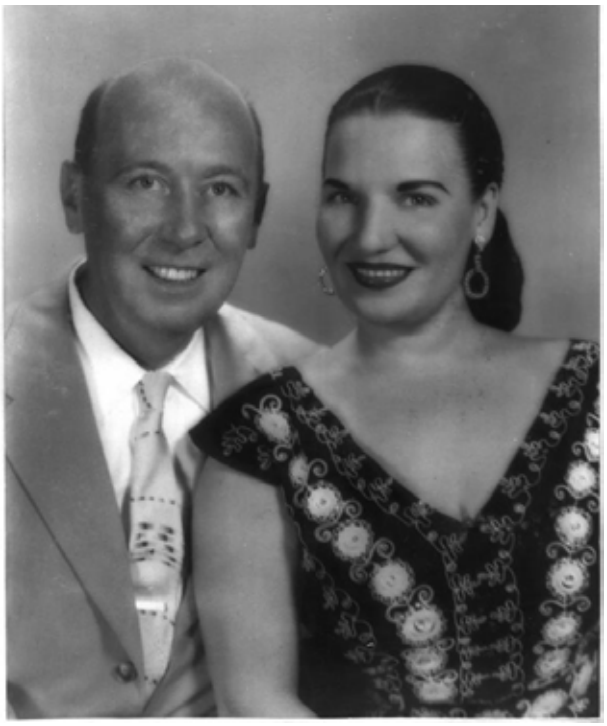

Figure 1.A.25.- Martín and Laurie Campbell

While the cottages and pool were never built, and their location is unclear, the description gives an idea as to the scope of their renovations to the hotel. It appears that Frank Campbell handed over management of the hotel to his son at this time and they dedicated their lives to carrying on the Amador Hotel traditions together. They commissioned artwork, spoke to civic associations about the history of the Amadors, collected furnishings for the Hotel from Mexico and elsewhere, and continued the long pattern of hosting community events and activities, including introducing patio dining featuring charbroiled steaks. By the late 1940s, the Amador Hotel was praised as being "not only one of the most historic hotels in the United States but one of the most modern." The opening of a new tiled dance terrace and the inauguration of evening dinner service on the patio was greeted with enthusiasm by townspeople and international visitors alike. "Here residents of the Mesilla Valley and guests of the hotel can dine and dance under the stars," wrote one reporter, continuing that clerks at the hotel "are all students at A&M College – ambitious young men who

are working their way through school…The Pinto Room has established itself as a bar unsurpassed by any in the country" (Las Cruces Sun News, 28 June 1948).

Additional newspaper anecdotes below provide highlights of activities immediately before, and during the Campbells' tenure of the hotel:

Mrs. Martin Campbell and infant son, Martín Amador, are visiting here with Lieut. Campbell's father, and other relatives. (Las Cruces Sun News, 16 January 1942).

The South Ward Brownies had a treat in store for them when they met at the school house yesterday afternoon… the troop visited the Amador hotel where Mr. Frank Campbell showed them his unusual collection of costumes, statues, furniture, antiques and other objects of interest to the youngsters (Las Cruces Sun News, 4 January 1945).

Martín and Laura had two children, Martín "Marty" Campbell, Jr. and Ann — born two years apart to the day (Las Cruces Sun News, 15 April 1946).

Louise Crow, portrait painter, has turned to murals in a recently-completed commission for the picturesque Amador hotel in Las Cruces. The mural 'The Matachina Dance,' as danced by the Tortugas Indians, will be placed over the bar in the new cocktail room of the hotel. Mr. Campbell of the Amador family, under whose management the hotel has been run for over 100 years, accompanied by Mrs. Campbell, flew to Santa Fe recently in the private plane to get the painting. Miss Crow, a fellow of the School of American Research, made a scientific record of this interesting Indian dance (Santa Fe New Mexican, 21 August 1946).

Rotarian Martin Campbell spoke to fellow club members at a meeting yesterday on the hotel business. Campbell is manager of the Amador hotel. (Las Cruces Sun News, 20 Feb 1947).

Martin Campbell, manager of the Amador hotel, left by air Sunday for Mexico City, where he will be for about three weeks on a vacation and business trip… He will also purchase the hand made furniture which is planned for use in the new dining room opening soon at the Amador. (Las Cruces Sun News, 26 August 1947)

Thirty-five Boy Scouts [from Middleton, NY] visited the Amador Hotel [after a two weeks' camp at Philmont Scout Ranch, Cimarron, N. M.] (Las Cruces Sun News, 29 July 1948).

Patio Now Open! 5 P. M. to 10 P. M. Serving the Best in… Charcoal Steaks, Sea Foods, Mexican Food, Plenty of Parking Space! Now available for luncheon banquets upon request! Mr. and Mrs. Ramon L. Lucero… Amador Steak House. (Las Cruces Sun News, 15 May 1956)

vii. The Hotel's Final Years

In 1966, as Martin Campbell's health declined, he and Laurie sold the Hotel to Charles B. and Sally Paul, who operated it for two years before the Amador family purchased the building back in 1968. During their brief but active tenure, the Pauls continued to provide luxury accommodations and gracious hosting, for which the hotel was known, as noted by the *Las Cruces Sun* newspaper: "25 travel writers visited Las Cruces during a statewide tour. Mrs. Sally Paul of the Amador Hotel entertained the group for breakfast at the hotel." (*Las Cruces Sun News,* 27 April 1967). In another article the following month the paper noted that "On Sunday, 10 members of the Guatamalan group went on tour of Mesilla which was organized for them by Mrs. Sally Paul, proprietor of Amador Hotel where the Guatamalans are staying.", the *Las Cruces Sun News*, noted on 15 May, 1967. The Pauls evidently ran into financial difficulties and were facing the strong headwinds from the move to less expensive and more convenient motels and a declining Downtown Las Cruces. They defaulted on loans and in an effort to save the building and continue its existence as a hotel, the Campbells purchased it back from them.

In an article headlined, "Amador-Campbell Family Regains Area Landmark," Martin A. Campbell's wife is interviewed during a time that Martin was briefly hospitalized. In addition to recounting the transaction, the lengthy article (excerpted here) also gave a brief history of the Hotel, summarized recent renovations, and shared upcoming plans:

> *The Amador Hotel..... was returned to the Amador – Campbell family Monday on a foreclosure of a mortgage. The Las Cruces historical landmark was purchased by Martin A. Campbell, a grandson of the builder, from Charles B. Paul for $74,500. Campbell had filed a judgement against Paul for $95,546 plus interest. Mrs. Campbell said the approximately two years Paul operated the hotel was the first time it had been out of the family since it was constructed. ...She said the family does not intend to give up the hotel again… The transaction returns to Campbell the building, furnishings, liquor license and stock. He also assumes a $50,000 mortgage in favor of Mutual Building and Loan… It has been said that Don Martín, a stern and dignified man, was proud that his hall did not have the reputation of other territorial establishments of drunken orgies, brawls, shootings, loose women and other excessive behavior… Actually, the hotel was a small part of Don Martín's operation. The land directly south of the hotel was occupied by a vast network of corrals known as 'corralones' in those days. The building to the east formerly housing the old City Drug Store was used for wagons and horses. The buildings across Amador from the drug store also were part of the freight business complex and are believed to be as old as the hotel… One of the biggest projects was the replacing of the foundation with concrete which was done in alternating sections so the building would not be undermined…*[21]

Martin Campbell Jr., the adult son of Martin Sr. and Laurie, did not assume control of the building and continue its operation as a hotel, which was likely not financially feasible for him. In the interim, while the Campbells were weighing the options for the future of the building, the property was listed on the State Register of Cultural Properties, as Historic Preservation Division listing #44, on 21 March, 1969. In July 1969, the local newspaper announced that the "historic Amador Hotel has been taken over by a group of Las Cruces men who plan its operation and preservation." The article went on to say that the group, known as the Amador Corporation was composed of:

> *J. A. Ikard, John Ikard, James Ikard, Claros Blanco, Edward E. Triviz and Ajax Simpson…Change of the management under a long-term lease was announced by Martin Campbell… Campbell said*

21 *Las Cruces Sun News* (16 April 1968)

he is 'pleased' to see that the management has been taken over 'by local men with a sense of history and preservation of traditions of the past.'"[22]

22 *Las Cruces Sun News* (27 July 1969)

This effort likewise failed and the property was deeded to Citizens Bank, a local bank controlled by the Ikards, and which appears to have had a lien on the property, likely from loans it had made to the Pauls.

viii. Citizens Bank Ownership – Present

Citizen's Bank renovated the building for their retail banking operation and occupied the renovated building in 1970. These changes were recorded in two newspaper articles at the time.

"A lot of changes have taken place at the historic Las Cruces landmark, some subtle, others drastic… Today the [dining] room, located in the northwest corner of the bank, is the meeting place for directors of the new Citizens Bank of Las Cruces. The muraled ceiling and walls [were] painted by Corina Campbell, daughter of the hotel's founder, Don Martín Amador… According to bank president Albert Armijo, instructions were given interior designers to simply, 'remodel and modernize the structure while retaining the charm that was there before'… Space formerly relegated to the Amador's bar, the Pinto Room, will remain a place for social gathering… as the new Citizens Bank of Las Cruces attests, the structure not only weathers time, but reflects progress."[23]

and

"Now known as the Citizens Bank... The business of saving a landmark was engineered by half a dozen patriots who banded together to buy the site, restore the building and install a museum there. It was the first land sold under the Urban Renewal Project."[24]

23 *Las Cruces Sun News*, (5, April 1970)
24 *Albuquerque Journal*, (27, April 1975)

Although the 1969 changes may have retained some of "the charm that was there before", further renovations and additions occurred in 1974 and 1980, which added a drive-up bank at the north and large additions to the east, were more drastic. In addition to interior changes that made the old hotel lobby almost unrecognizable, these projects ultimately demolished all the original adobe structures to the east and the buildings on the lot to the north, completely transforming the exterior massing of the historic building, reinventing it in a stripped-down Pueblo-Revival style.

In 1985 the building was purchased from Citizens Bank by Doña Ana County for use as administrative offices. Dona Ana County appears to have made several more changes to the building, further obscuring any remaining historic fabric. Threatened by demolition after the County staff vacated the building, protests by numerous citizens and community organizations prompted the City of Las Cruces to purchase the building for $1.00, in March 2007. The non-profit Amador Museum Foundation, Inc., (now the Amador Hotel Foundation) formed that same year, continues to spearhead the effort to work with the City to preserve this important Las Cruces Landmark.

ix. Conclusion

The Amador Hotel is a unique cultural property in the State of New Mexico, and represents the fascinating and complicated history of the southern part of the state, and in particular of Las Cruces, New Mexico's second largest city, . Much of this history is shared with other parts of the state, including the better known and more widely celebrated northern areas of the Rio Grande Valley, but the region's proximity to Mexico and Texas, created different political, social and cultural dynamics than those found in other parts of the state. These dynamics shaped Martín Amador, whose extraordinary drive, entrepreneurial spirit, ingenuity, and fortitude is epitomized by the Amador Hotel. The property is the oldest building owned by the City of Las Cruces and may represent the last opportunity to capture the unique history of the area and one of its most influential, but perhaps less-appreciated founding citizens, along with that of his family and descendants.

Three generations of the Martín Amador family, beginning with Martín Amador and ending with Martin Campbell, Sr., provided a unique venue for a wide variety of community interactions, which catered to local, national, and international visitors for over 80 years, starting in the 1880s. What became the Amador Hotel first served visitors at a time when travel was dangerous, arduous and undertaken primarily for business rather than pleasure. Soon after the second story was added in 1885, the "Hotel Amador" accommodated rail passengers. Eventually, Martín's daughter Corina and her husband Frank Campbell hosted a motoring public—initially arriving along the automobile route in the historic El Camino Real de Tierra Adentro Trail corridor, and ultimately from all directions, via transcontinental highways. Adding to its rich history as a hotel, community hub, and inn, the building served in its early years as a theater and community hall, and for a short time, as a county court house, a jail, and a Post Office.

Business travelers and newcomers to the Mesilla Valley stayed at the hotel, mingling with local residents during the many live performances and public events hosted there. Serving as the most popular entertainment hall between El Paso and Silver City, nearby townspeople turned out to join Las Crucens during weekly dances, or *bailes* on Saturday nights. Despite the fact that archival evidence regarding day-to-day occurrences remains elusive, most local residents agree that the Amador Hotel is the most historically significant and beloved gathering place the Mesilla Valley has ever known. It is also a very rare surviving example of one of the earliest known luxury hotels in the state.

Although the Period of Significance for the Amador Hotel, based on surviving fabric, may only start at the beginning of the 20th century, it began in 1885 as a dedicated hotel, four years after the railroad arrived, and much of the surviving structure dates from that time. Even before that, it appears to have been used for lodging for teamsters for Martín Amador's freighting business, and parts of the building may date from as early as the 1850s. There are currently 28 hotels listed in the National Register of Historic Places statewide. None of the hotels is located in south-central New Mexico. Only five (Elklund Hotel, Clayton; Eldorado Hotel, Las Vegas; Folsom Hotel, Folsom; Foster Hotel, Chama; Montezuma Hotel Complex, Montezuma) list a Period of Significance pre-dating the arrival of the railroad in the late 19th-century. Martín Amador was visionary in that he perceived the need for luxury accommodations prior to the arrival of the railroad, bearing passengers and potential hotel guests. His singularly appointed Hotel bridged the gap between arduous trail travel — primarily for commercial purposes — and modern leisure travel, first by rail; and later by car.

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1.B. CHRONOLOGY OF DEVELOPMENT AND USE

i. Overview of Section

This section traces the development of the building from its earliest construction to the present to determine the evolution of the building form and the development of specific elements, both on the exterior and interior. The research provides the basis for guiding preservation strategies, by determining which elements coexisted as they evolved.

The majority of the historic research was undertaken by Jean Fulton, who also developed the tables and charts of Architectural Elements Through Time. The tables were formatted with minor edits by Jonathan Craig. Jonathan Craig also formatted and compiled this section, developed the Chronology Plans, performed the Sanborn Map research, and assembled the historic photographs, previously organized by Jean Fulton. The team received invaluable help from Deborah Dennis, with the Amador Hotel Foundation, who provided many of the photographs, newspaper articles and oral histories from the Amador family descendents and others who knew the building prior to its acquisition by Citizens Bank.

ii. Research Methodology

This time line is based on the following sources: 1) Sanborn insurance maps, 2) historic photographs (some dated), 3) newspaper articles, 4) written narratives, oral histories, Citizens Bank construction plans and 5) field observations. The Citizens Bank plans for the renovations and additions provided information about those modifications and portions of older structures demolished to accommodate them.

iii. Sanborn Map Analysis

a. 1870s-1900

1870s Prior to the earliest Sanborn Map of 1893, a one floor courtyard structure is built on the northeast corner of Amador Avenue and Water Streets. Existing thick, interior, non-load-bearing adobe walls may indicate that they were exterior walls at one time and that the building was built in several phases. Though the current 2nd floor balconies, with their cross-slopes, indicate they may have once been roofs, and existed before the second floor was built, the nature of the east balcony is confusing. The balcony slopes from west to east, which would have resulted in it sloping to the roof of the now-demolished "lodgings" on the east side, shown on the following 1893 Sanborn map (Figure 1.B.2 on page 1.B.2), or that it was a free-standing *ramada* if these were built after the addition of the second floor.

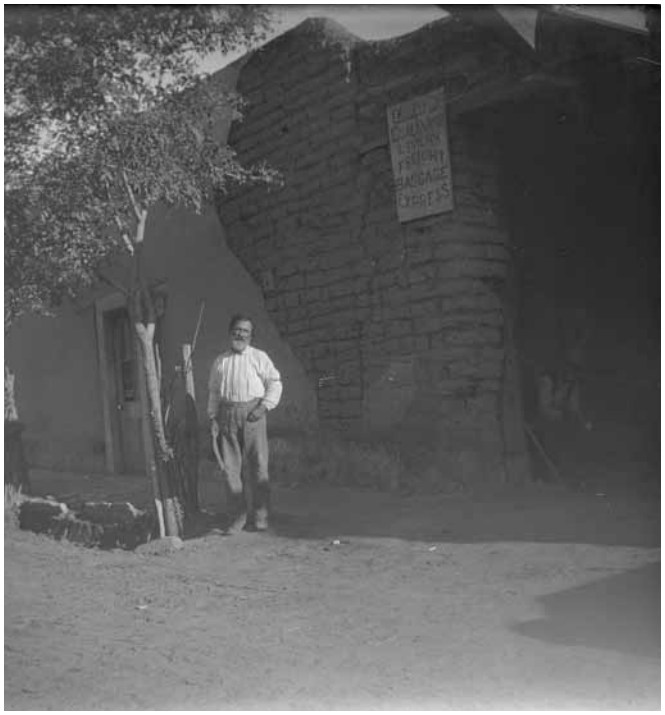

Figure 1.B.1.- Man outside Livery. The name on the sign is "E, Walton". This may be a photograph of the original single story building that became the Amador Hotel, although the Amador livery stables were across Amador Avenue to the south. RGHC 00040277

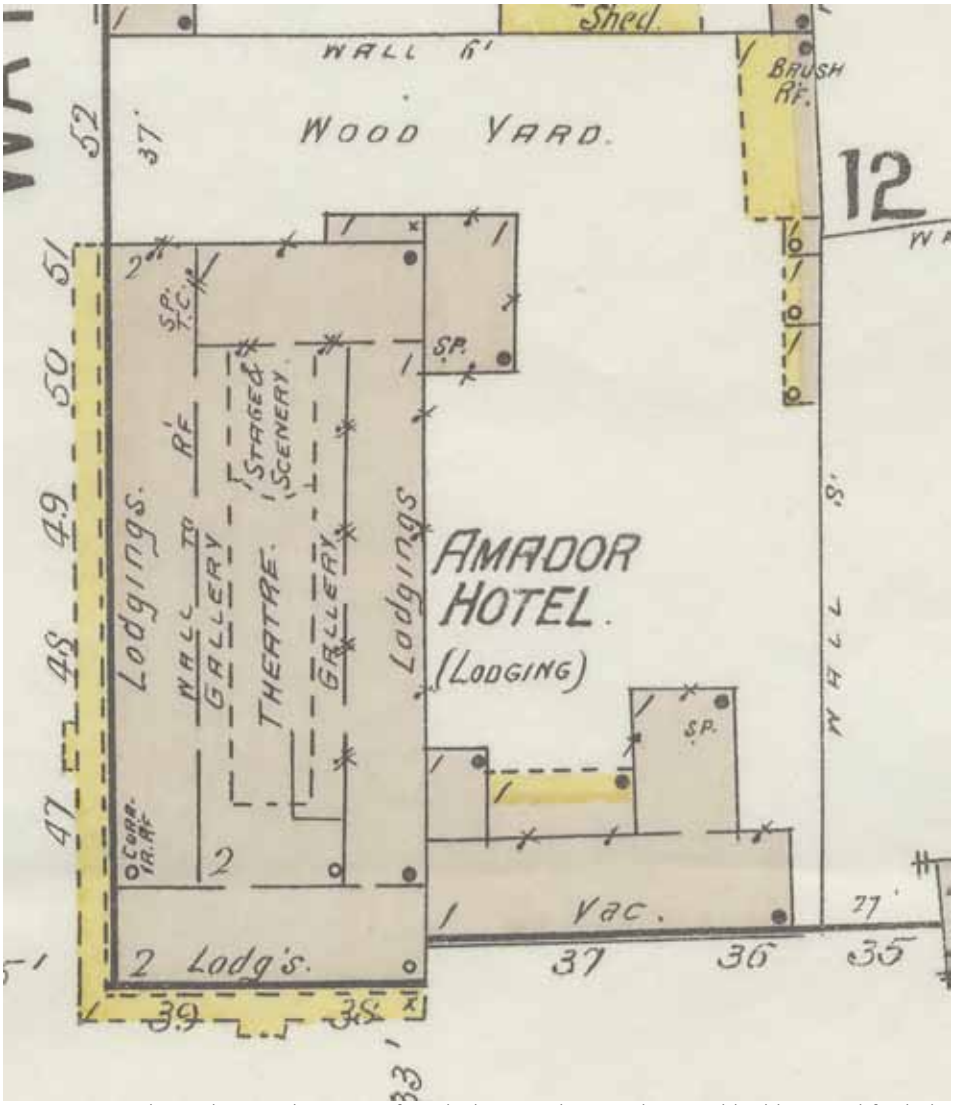

Figure 1.B.2.- The earliest Sanborn map found, showing the Amador Hotel building used for lodgings with the main lobby designated as a "Theatre" with "Stage & Scenery". The solid line at the south end of the east "Gallery", likely designates the children's gallery under the east balcony, visible in the earliest interior photograph of the lobby (Figure 1.B.47 on page 1.B.24). Single story "Lodgings" are shown along the east side of the lobby at the first floor. The adjoining single story buildings along Amador Avenue are shown as vacant. All construction is adobe except for the frame balconies at the south and west elevations and a porch to the north of the adjoining buildings along Amador Avenue. The roof of the main building is tin and at other areas is composition (likely earth, based on designations on future maps). 4 windows are shown at the 2nd floor along the east balcony, but it appears there were in fact 6. (see Figure 1.B.21 on page 1.B.11).

Figure 1.B.3.- Key from the 1893 Sanborn map showing the designations for construction materials, window locations, etc.

1893 Sanborn By 1893, the second floor is added and the exterior patio is enclosed as a double height "Theatre". A stage is located at the north end of the lobby where the stairway is now. A "gallery" extends all the way around the lobby with a "children's gallery" located beneath the one along the south end of the east side. Exterior balconies extend along the second floor on the south (Amador Avenue) and west (Water Street) sides. Exterior walls are painted or scored to resemble stone masonry construction, including painted or scored quoins at the corners. The windows are tall (double-hung) units. The second floor roof line is considerably lower than at present and has a cornice. Roofs are indicated as corrugated iron at the 2-story structure and earth at the single story structures.

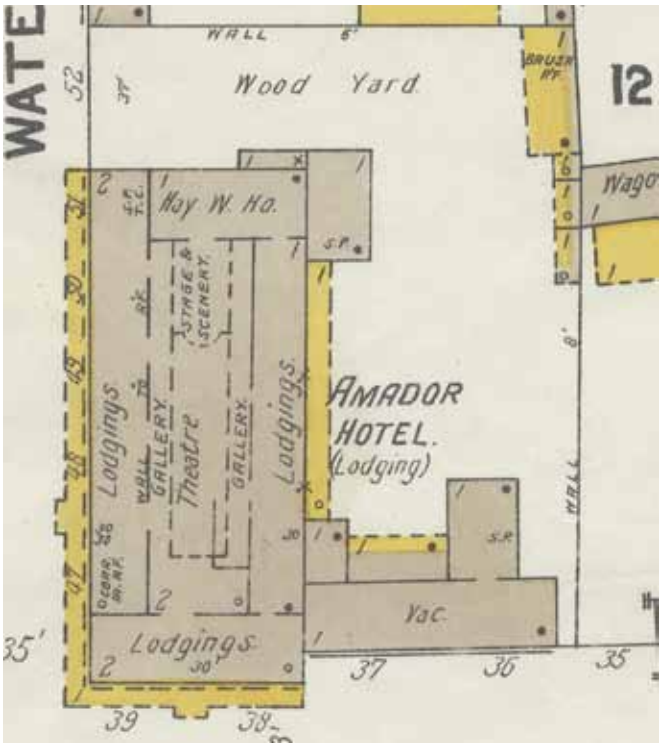

Figure 1.B.4.- Sanborn Map 1902

1902 Sanborn An open porch is constructed along the east side. As in the 1893 map, the uses are shown as theater and lodgings but with a "Hay Warehouse" at the north end.

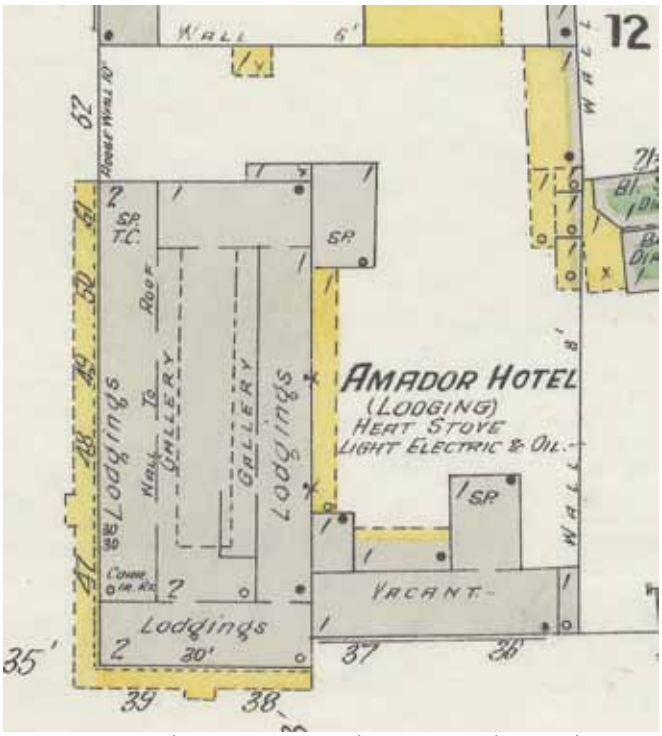

Figure 1.B.5.- Sanborn Map 1908. The use is no longer shown as "Theatre" and there is no stage in the lobby. Heat is by means of stove and lighting is electric and oil.

1908 Sanborn The use of the lobby is no longer shown as a theater and there is no stage in the lobby. Heat is by means of stove and lighting is electric and oil.

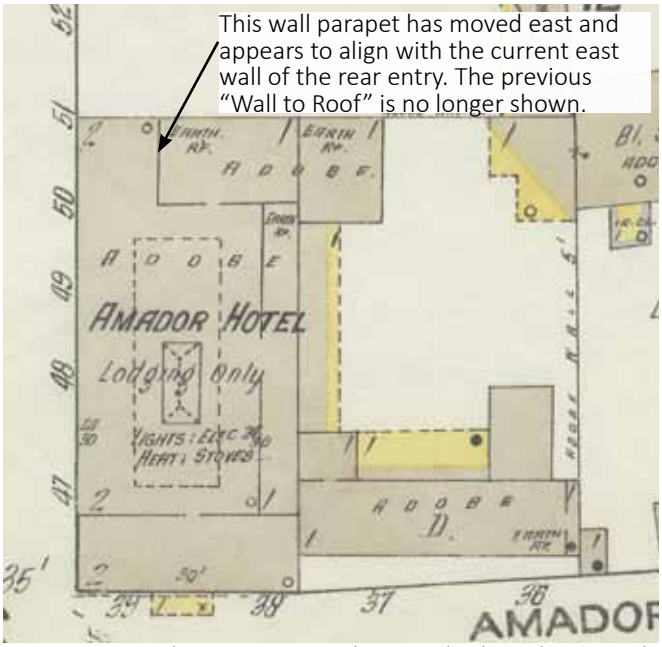

Figure 1.B.6.- Sanborn Map 1913. The *ramada* along the east side has been partially enclosed. Shown as vacant to this point, the single story buildings to the east along Amador Avenue are now shown as dwellings.

1913 Sanborn The second floor balconies are removed, except at the portico at the front entry. A skylight or roof monitor is shown, which appears in a photograph dated ca. 1910. The portal at the east side appears to have been partially enclosed. The east wall line of the west 2nd floor rooms with the note "Wall to Roof" is no longer present, except for the north end of it, which appears to have moved to the east, in alignment with the current wall between Rooms 116 and 118. Although the east wall of Room 103 still has the original alignment today, this may indicate the change in the roof slope that appears to have accompanied the raising of the original parapet line, shown in photographs from 1885 and the 1890s. Thus the raising of the parapet likely occurred between 1908 and 1913. Photographs also show a front entry porch (portico) with paired columns at each corner that were added after 1908. Wider windows with radiussed corners have been installed on the first floor, but the walls remain etched or painted to resemble masonry. Heating remains "Stove" but lighting is listed simply as "Electric".

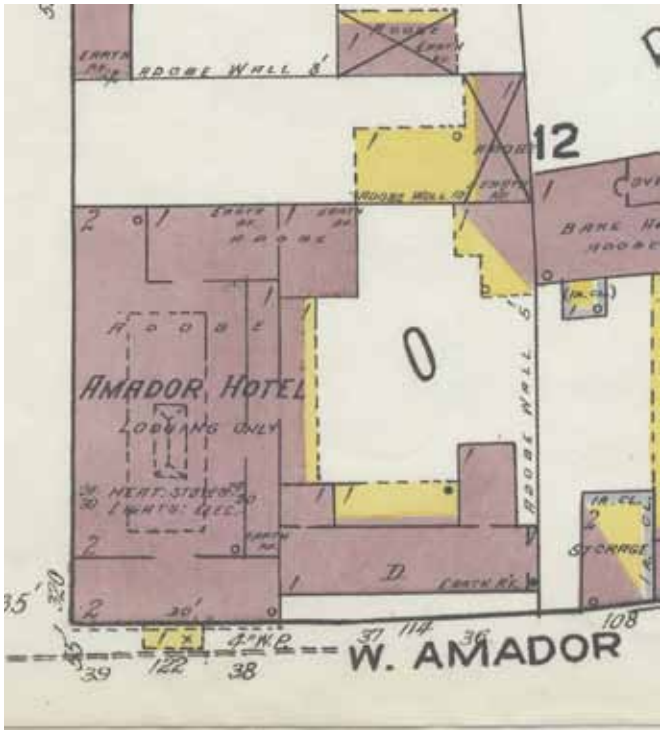

Figure 1.B.7.- Sanborn Map 1921

1921 Sanborn There are no perceptible changes from the 1913 Sanborn Map.

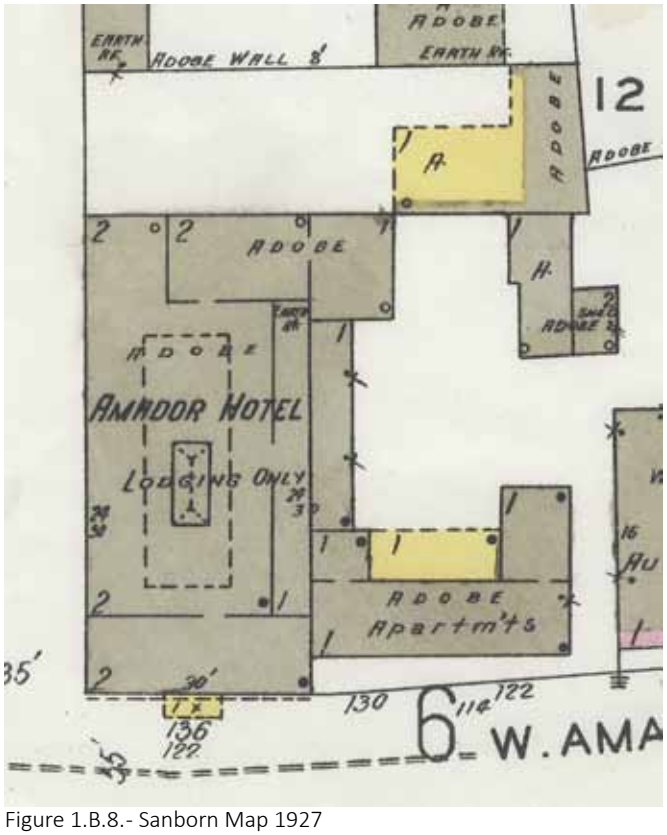

Figure 1.B.8.- Sanborn Map 1927

1927 Sanborn Second floor Room 202 has been added at the north end of the lobby behind the stairs. This room features vigas and plaster coves, although the original ceiling appears to have been wood boards on vigas. The *ramada* along the east side appears to have been enclosed and shows two windows in the east wall. The south and east portions of the second story roof are now shown as composition (possibly bituminous felt roll roofing) or earth, instead of corrugated iron or tin, but the north end of the west side and the roofs over Room 202 remain tin.

iv. Photographic Chronology

The following pages show historic photographs in chronological order for the exterior and interior of the building.

PHOTOGRAPHIC SEQUENCE OF EXTERIOR CHRONOLOGY

Figure 1.B.9.- Possibly the earliest photograph found of the Amador Hotel, dated 1888, showing the original wood balconies, plaster faux stonework, deep roof cornice, and the original 1st-floor windows. Martín Amador is sitting under a large cottonwood tree at the southwest corner, with some of his children. Right to left: Martín Jr., Maria, Clothilde, and Julieta.

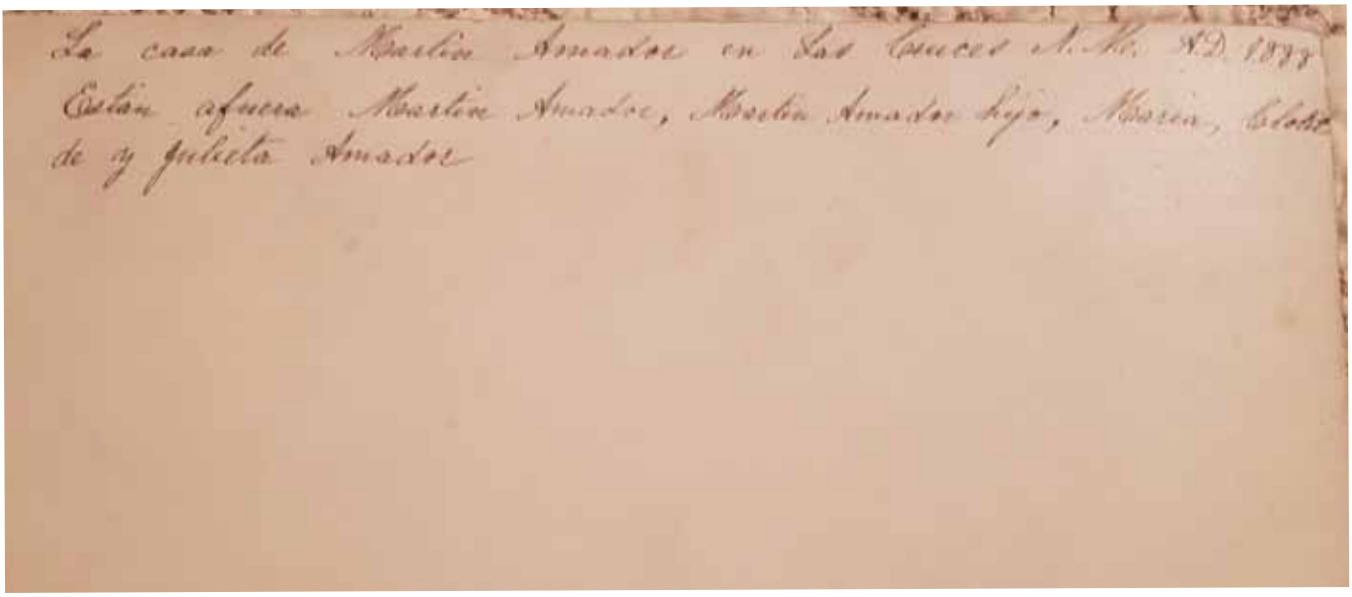

Figure 1.B.10.- Inscription on the reverse side of the photograph, which reads: "La casa de Martín Amador en Las Cruces N.M. A,D, 1888. Estan afuera Martín Amador, Martín Amador lijo, Maria, Clothilde, de y Julieta Amador." Photograph courtesy Judy Jordan, great granddaughter of Amelia Amador, not pictured, and the oldest of the Amador children. Martín Jr. the fourth child, died in 1889 at the age of 20, a year after this photograph was taken

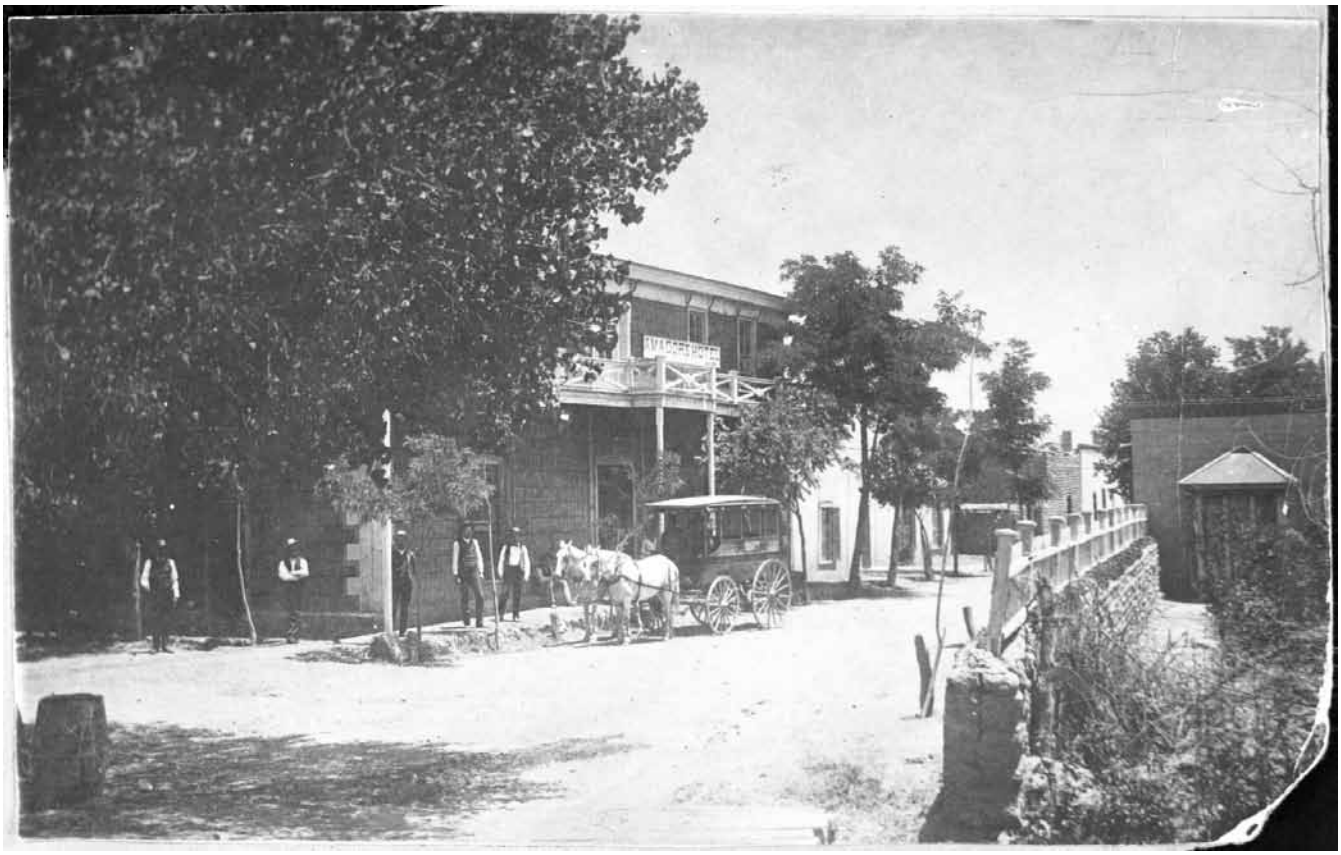

Figure 1.B.11.- ca 1890s- Looking NE at south facade. Note wood balconies and lower parapet than exists today. RGHC 00040222.

Figure 1.B.12.- Unidentified man and woman outside building, possibly the Amador Hotel – No Date. Likely ca 1900- SE corner of building showing quoin block detail with 3-dimensional shadowing. “Casitas” in background. RGHC 00040496.

Figure 1.B.13.- Amador Hotel – No Date. Looking NE towards SW corner. Likely several years later than the previous photographs, given the apparent deterioration of the building finishes. RGHC 92-148-001.

Figure 1.B.14.- 1890s-Artist's illustration for postcard looking north along Water street. The accuracy of the rendering is questionable. RGHC 81-085-019.

Figure 1.B.15.- Unidentified women outside of Amador Hotel ca 1905-1910- Looking at NW corner of courtyard at east side. Note the *ramada* with diagonal braces at the columns RGHC 00040120.

Figure 1.B.16.- ca 1905-1910- Looking NW at east courtyard towards second story of the Amador. The parapet above the porch is at the single story, first floor addition to the east of the main lobby, possibly part of the original single story building that enclosed the east side of the lobby when it was an open courtyard. RGHC 00040126.

Figure 1.B.17.- ca 1905-1910 - Looking west at east courtyard towards *ramada* and north end of second floor balcony (prior to the construction of the rooms at the 2nd floor at the north end of the lobby). RGHC 00040144

Figure 1.B.18.- ca 1905-1910 - Looking west at east courtyard towards *ramada* and second floor balcony. Note five 2x2 double-hung windows. Although only four are indicated on the 1893 Sanborn map, there appear to have been six. The shadow of the sixth window at the south end can be seen in the interior plaster today and all six can be seen in Figure 1.B.21 on page 1.B.11. RGHC 00040264

Figure 1.B.19.- ca 1905-1910 - Looking towards Amador Avenue entry and SW corner of building, showing members of the Amador family at the new Territorial-style front portico. Note the refined, square double columns at the portico with recessed panel bases and screen doors on the front entry doors. RGHC 00040218

Figure 1.B.20.- 1905-1910- Looking towards Amador Avenue entry, showing members of the Amador family. The faux stone plaster can be seen on the building walls, as well as patching around the new windows. RGHC 00040217.

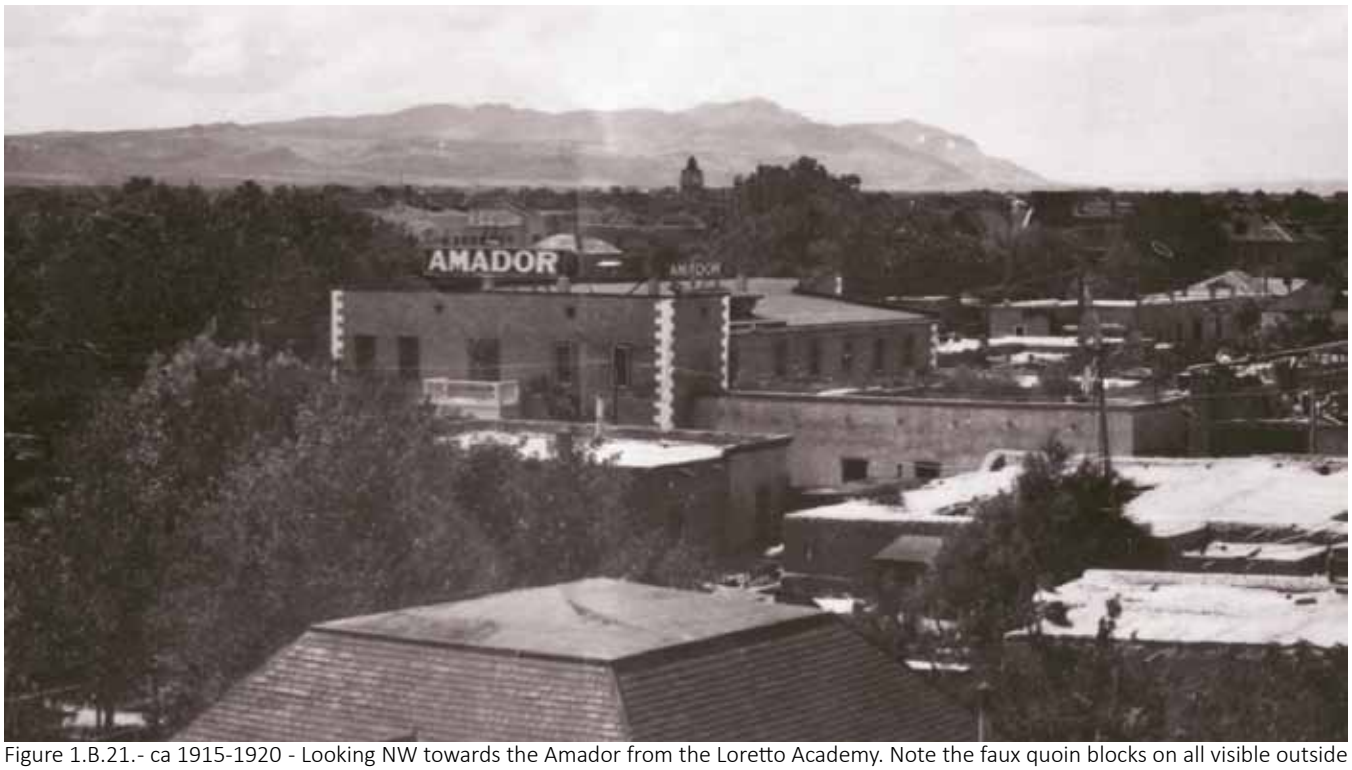

Figure 1.B.21.- ca 1915-1920 - Looking NW towards the Amador from the Loretto Academy. Note the faux quoin blocks on all visible outside corners and the raised street facade parapets. The skylight/roof monitor can be seen behind the NE corner of the S wing. There appear to be 6 windows from the east balcony. The second floor at the north end has not yet been constructed. The "casitas" have received a territorial brick parapet coping. Courtesy Eric Liefeld.

Figure 1.B.22.- 1920- View looking north along Acequia Madre towards south building facade. Note faux quoin blocks still visible and intact. The lush landscape setting provided by the Acequia Madre contrasts vividly with today's arid streetscape setting. RGHC 00010137

Figure 1.B.23.- 1925 - Looking east towards front entrance. Natalie and Martin Campbell Sr. in foreground. Note deteriorated faux quoin blocks. RGHC 88-093-002.

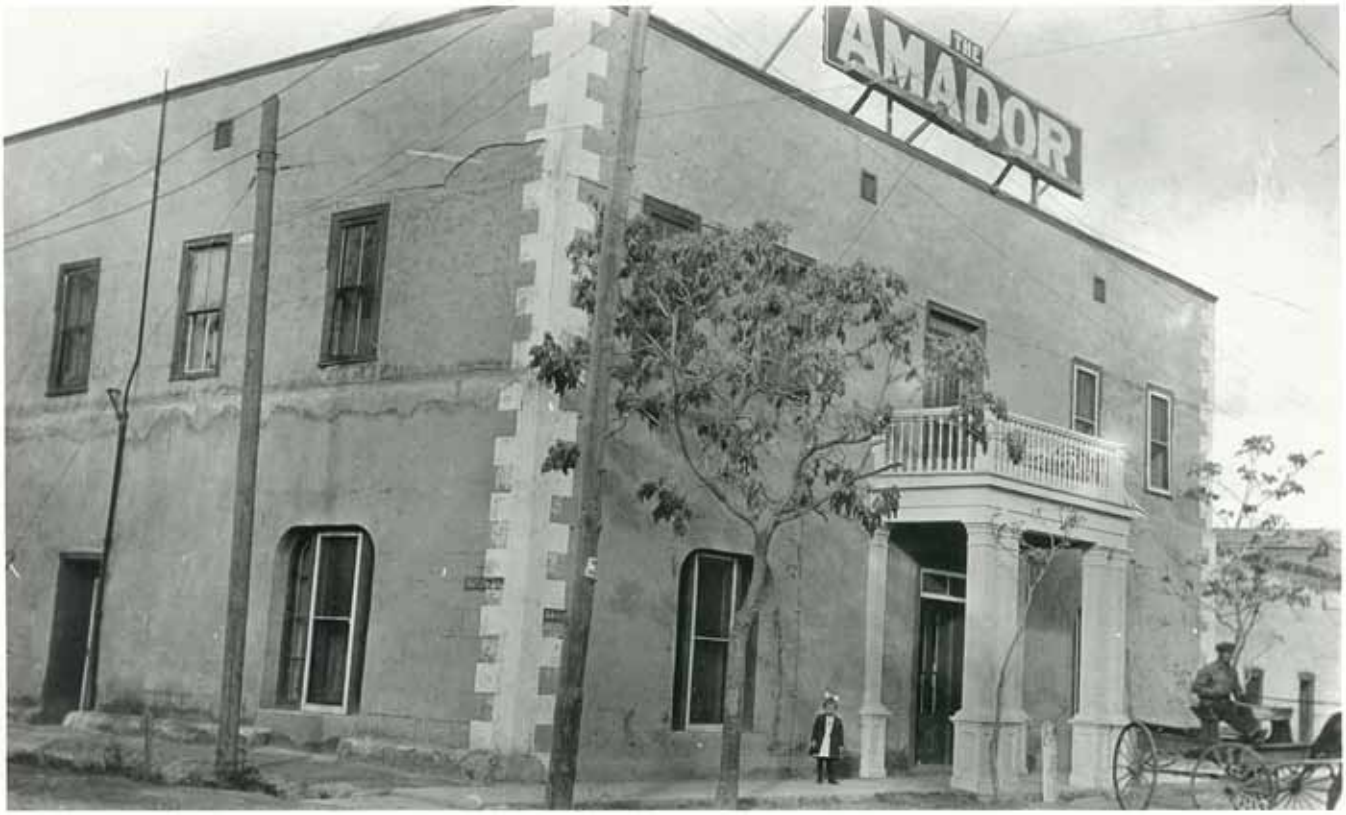

Figure 1.B.24.- 1925- Looking at SW corner of building. It appears that the quoin blocks may have been re-painted but in different locations from the originals. This is the first photograph that clearly shows the fine turned railings on the balcony above the portico. RG - Historic Collection 88-093-004

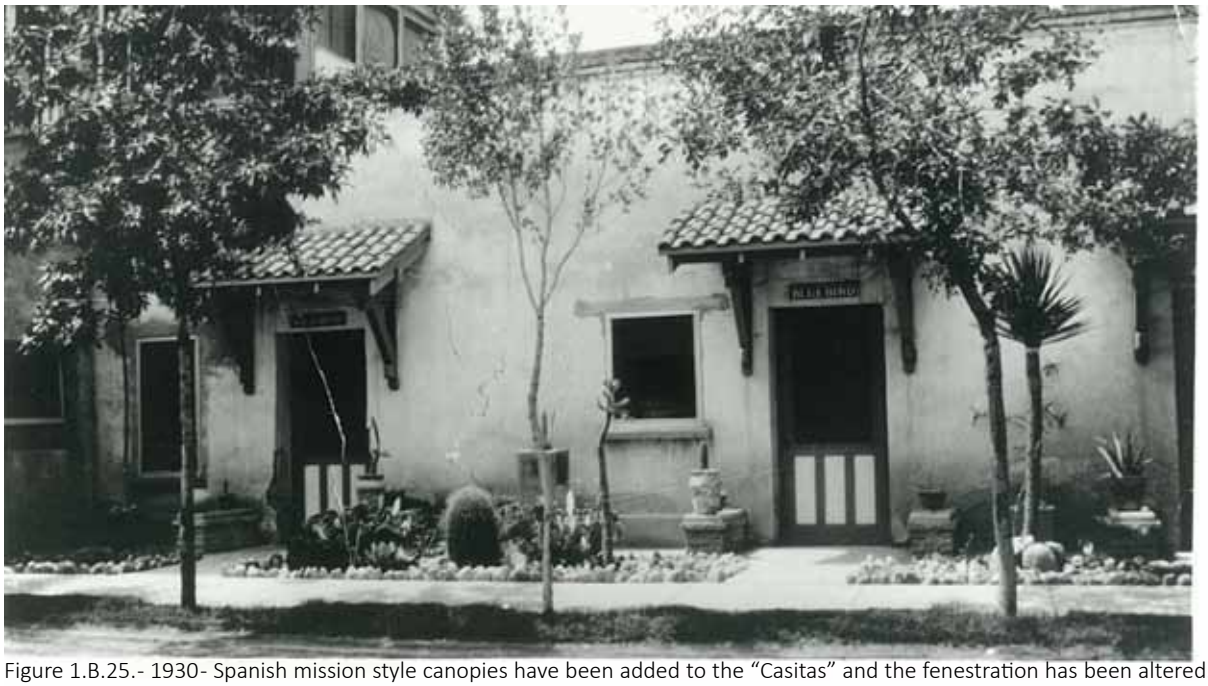

Figure 1.B.25.- 1930- Spanish mission style canopies have been added to the "Casitas" and the fenestration has been altered. Note also the territorial coping. RGHC 88-093-001.

Figure 1.B.26.- 1936 - The smooth textured plaster with faux stone block and quoin motifs has been replaced with rough-textured plaster, a finish found at other historic buildings in Downtown Las Cruces. A brick ledge at the offset in the west exterior wall at the second floor has been added. Although hard to see behind the window screens, the second floor windows appear to have been changed from double hung units shown in previous photographs to casements and may be those in place today. A new neon sign at the east end of the front facade replaces the central sign, a mission-style bell is placed on the Amador Avenue facade, and the original flat attic vents have been replaced with hooded units. The territorial-style portico is still present. At first floor rooms 123 and 124 pairs of exterior doors with screens are visible on the west facade instead of the windows present today. This photograph provides the best contextual view of the Amador. NMSU_A74-061-0207

Figure 1.B.27.- 1940-45 - looking from the SW.. No source.

Figure 1.B.28.- April of 1946- Showing the territorial-style portico still present. Note also, at the east side, the second floor addition with shed roof, the wood balcony, the French doors at the second floor and a window at the east wall of Room 103. *NM Magazine*.

Figure 1.B.29.- November 1946 - Following a major renovation this photograph shows the new pueblo-revival-style portico, east balcony rail, and projecting wing wall. *Holiday Magazine.*

Figure 1.B.30.- 1947-early 1950s- Note the new sign that reads “Amador Hotel” centered on the south facade, the addition of the “Charcoal Broiled Steaks” sign and the rounded corners at the doorway over the portico. RGHC 02594355.

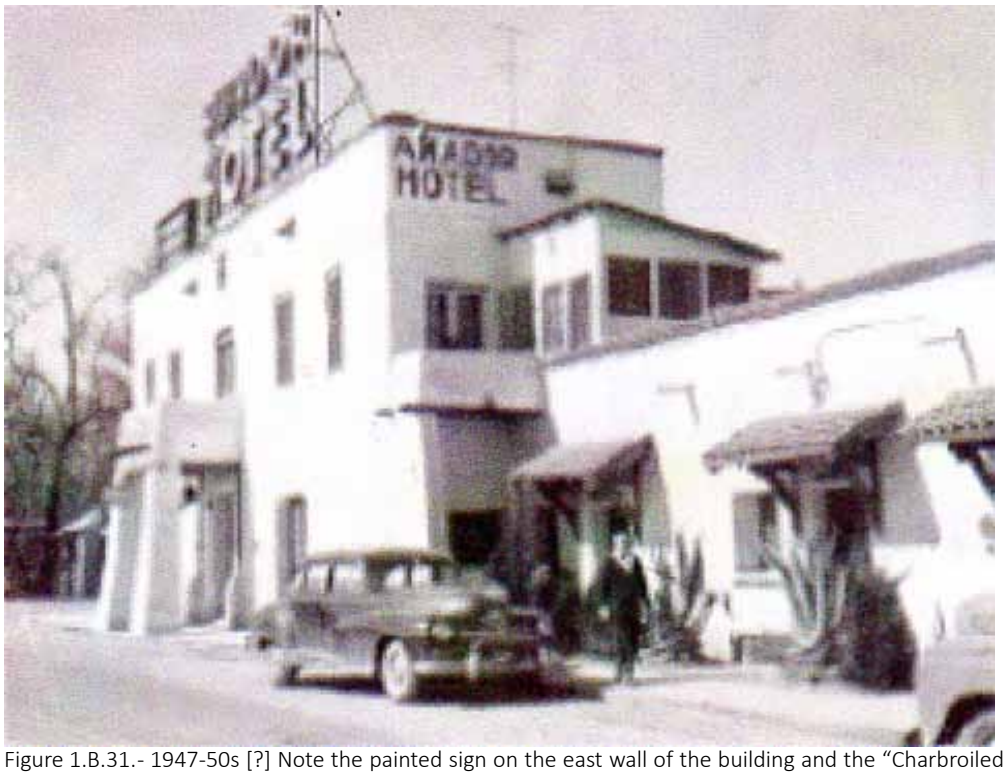

Figure 1.B.31.- 1947-50s [?] Note the painted sign on the east wall of the building and the "Charbroiled Steaks" sign shown in the previous photograph. No Source

Figure 1.B.32.- 1947-50s [?]. The Steak House sign is no longer present. This photograph could also pre-date the two above before the "Charcoal Broiled Steaks" sign was erected. Martin Campbell Jr.

Figure 1.B.33.- 1950s- Budweiser Clydesdales. Martin Campbell Jr.

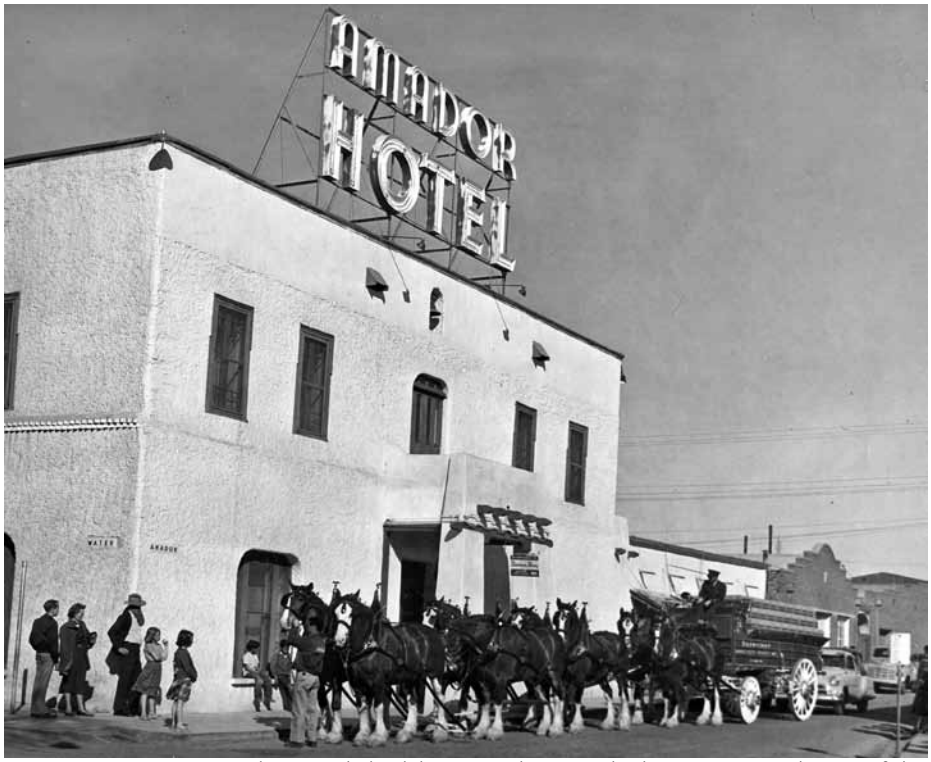

Figure 1.B.34.- 1950s- Budweiser Clydesdales. Note the smooth plaster repair at the top of the south facade (where the parapet had been raised with wood frame and adobe infill at the turn of the 20th century) and the different sign hanging under the portico, indicating that this was later than the photograph above. No source.

Figure 1.B.35.- The patio on the east side was a popular gathering spot during the 1960s. This was likely a private patio throughout the hotel's history but there are no records as to when it became a more public gathering place. RGHC.

Figure 1.B.36.- Patio 1960s looking northwest. This and the photographs above and below are the only photographs found of the adobe east side additions that were demolished in 1969 and 1970s. RGHC.

Figure 1.B.37.- A clearer undated (likely 1960s) view of the east elevation showing the fenestration of the original single story adobe structures and the second story of the main hotel structure. The east wall of second floor room at the north end appears to have a door and a window, with a higher parapet and an offset in the wall, rather than the single 3-part window, lower sloped roof edge draining to a gutter, and straight wall present tosday. RGHC.

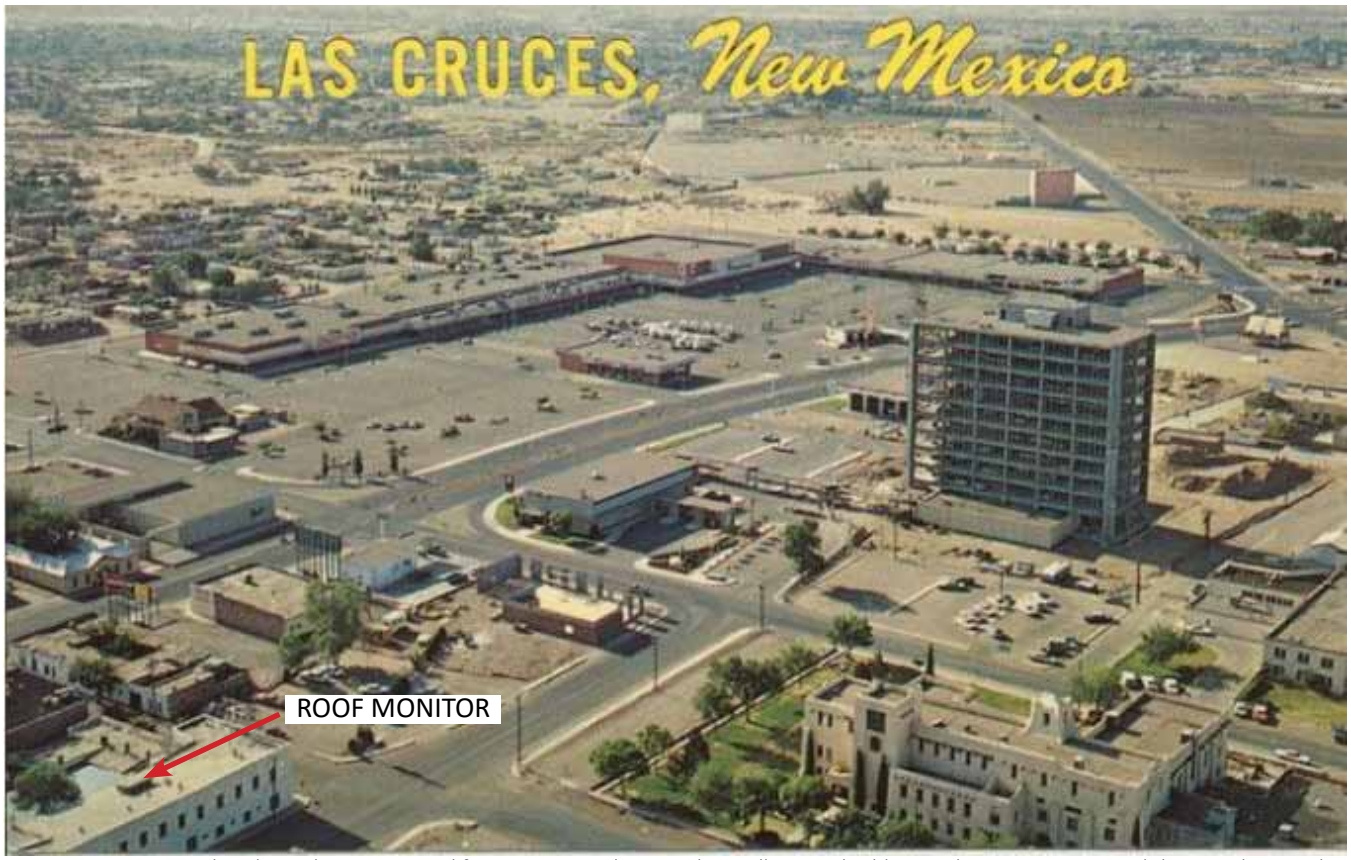

Figure 1.B.38.- An undated aerial view postcard from ca. 1962, showing the Wells Fargo building under construction and the Amador Hotel in the bottom left-hand corner). The only view of the exterior roof monitor appears to show a simple shed-roof form. No source.

Figure 1.B.39.- 1967 view from the southwest showing smooth plaster along the upper portion of the south facade. RGHC NMSU A74-093-001.

Figure 1.B.40.- Late 1960s. Note the vertical sign at the SE corner. No source.

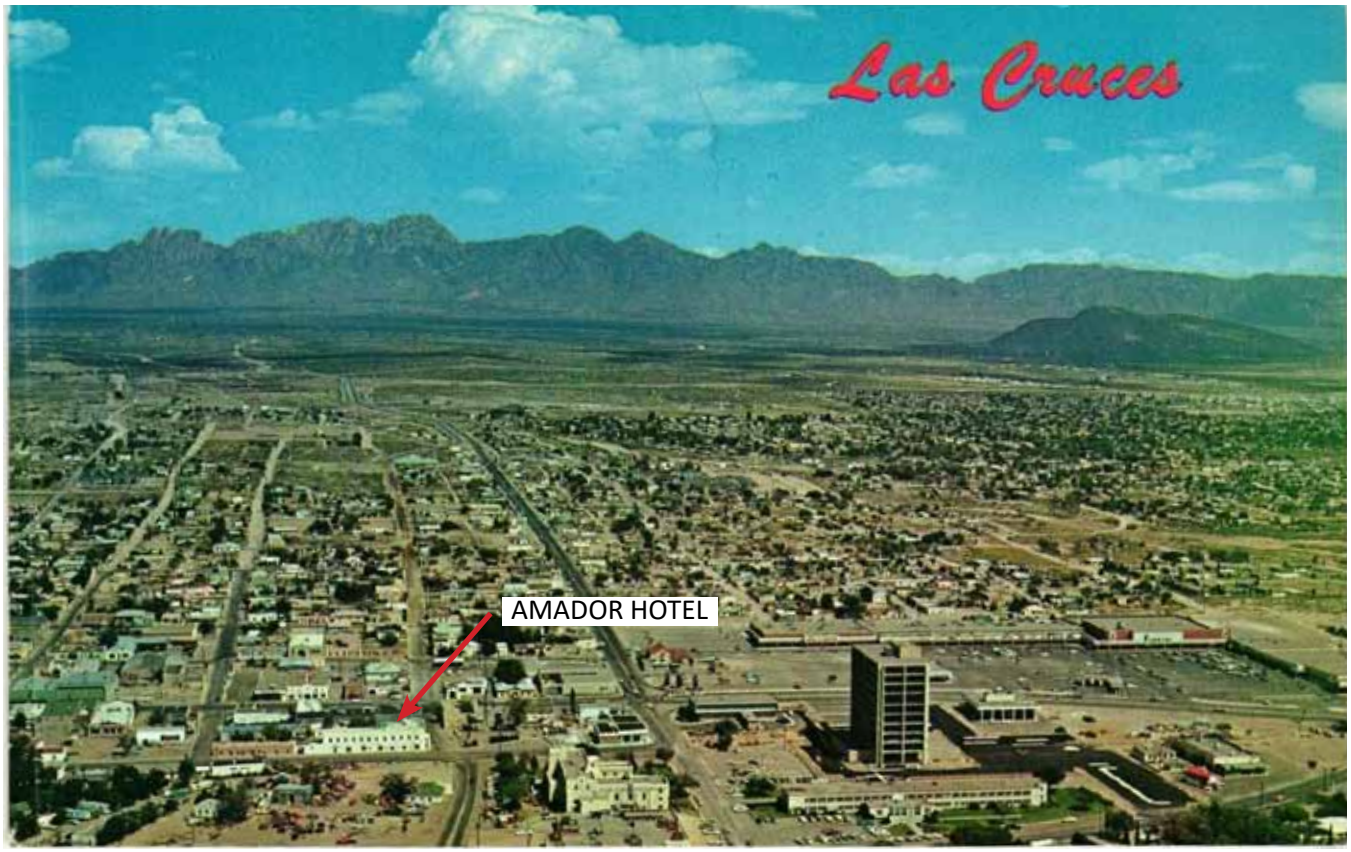

Figure 1.B.41.- Undated (likely 1960s) aerial postcard looking east with Amador Hotel at bottom right. Note the extended yard wall at the height of the 1st floor at the north end of the west facade with gateway to what may have been a service yard to the rear of the building. Acquired via ebay by Jonathan S. Craig Architect LLC.

Figure 1.B.42.- 1968 photograph, shortly before Citizens Bank's acquisition of the building. One of the few photographs showing the entire west facade. Note sign over the door to the dining room (Room 119) and what appears to be a door opening in the room to the south of it, which is evidenced by the construction below the window sill in this room. The "gateway" at the north end is also visible in this photograh. Courtesy M. Drexler.

Figure 1.B.43.- 1978?- Citizens Bank renovations, showing the plaster removed at the west elevation. No source.

Figure 1.B.44.- 1978- Citizens Bank renovations, showing the plaster partially removed at the south elevation and the large bank vault under construction at right. No source.

Figure 1.B.45.- 2009.- View from SE. Note the 1978 bank lobby addition at right and large palm tree on Amador Avenue. Kells + Craig Architects 2008.

Figure 1.B.46.- 2018 A similar view during the demolition of the 1978 2-story bank lobby and portions of the single story east additions. Jean Fulton, 2018.

PHOTOGRAPHIC SEQUENCE OF INTERIOR CHRONOLOGY

Figure 1.B.47.- 1905 - Photograph of Amador family members in the lobby taken after Martín Amador's death; verso: "Portrait of the Amador family in the Amador hotel left to right (front row) Tia Mia, Mama Cuca, Maria Paulina, Mama, (back row) Tia Julieta, Tia Tillie, Tio Pancho, Tia Corina - 13-Nov-1905". Lobby looking south. Note the "children's'" gallery at left under the balcony, the transom over the door to the right, and the higher base at the column (to the bottom chamfer) indicating this is the original lower pine floor, approximately 11" below the current floor. The trim over the door to the right appears to have a territorial-style pediment head trim. This was changed to flat trim when the transom was removed although the openings at the east side of the Lobby retained their Territorial-style trim, some of which is still in place today. (See Figure 1.B.50 on page 1.B.27 below). RGHC 00041349.

Figure 1.B.48.- 1910s - Lobby looking north. Notice the roof monitor with hopper windows, operated by ropes and pulleys from the balconies, and the window at the stair landing. The later was blocked up and became a nicho when a second floor was constructed over the rooms to the north of the Lobby. The floor appears to be the same floor as in the previous photograph. Like the previous photograph, no wallpaper is visible. The swing, suspended from the high ceiling structure was a prominent feature that existed until 1944 but was removed by 1946. RGHC 00041351.

Figure 1.B.49.- ca. 1915. Interior of the Amador Hotel . Even though dated later, this photograph, looking south, appears to predate Figure 1.B.51 on page 1.B.28 and Figure 1.B.52 on page 1.B.29. based on the light fixtures, which match those in the previous photographs. Note the vertical paired vision lights at the front doors and the single 4-panel door to Room 214 from the south balcony, matching the extant doors to Rooms 212 and 213, although the opening is much wider, with the space filled with what appear to be solid panels. Note the glazed transom over the latter door, which exists today, although it is a solid panel instead of glass. This is the only early photograph to clearly show the design of the balustrade at the south balcony, which is an elegant, “tear drop” design, as opposed to the quatrefoil design that matches those on the east and west balconies today. The design is similar to the porch balustrades around the now-demolished former Amador home at the northwest corner of water street and Amador Avenue. It is not possible to determine the design of the east and west balcony balustrades from this photograph. Based on the height to the top of the bottom column chamfers, this appears to be the second pine floor below the current floor, when screen doors were added to first floor rooms and transoms were removed. RGHC 00040224.

Figure 1.B.50.- 1916. Interior of the Amador Hotel; recto: Las Cruces Doña Ana County, New Mexico, Like the previous photograph, based on the light fixtures, this photograph appears to predate those following, even though dated later. Note the 5-horizontal-panel door to the "Ladies" room to the left of the stair and the appearance of wallpaper in this and the previous photograph. RGHC 00040223.

Figure 1.B.51.- 1912 - Lobby looking north. As noted above, this is likely later than the preceding photographs, even though dated 1912. Notice the stair on the left side and the entry to Room 124 below it. The light fixtures have changed from the previous photograph. Courtesy Martin Campbell Jr.

Figure 1.B.52.- 1910s - Notice the screen door at left without a transom. The light fixtures, flags and furnishing (even though positioned somewhat differently) indicate that this photograph was taken around the same time as the previous photograph. RGHC 02231688.

Figure 1.B.53.- Left -The only interior photograph found of a room, other than the lobby, taken prior to 1946. This appears to show the 2nd floor room at the northeast corner, added in the 1920s, and designed in the Pueblo Revival style. The direction of the vigas indicates that it is looking at the north exterior wall at two windows of a similar design to that currently on the east wall of this room. The bed is known as the "Benito Juarez" bed after an alleged visit to the hotel by the Mexican president. However, Juarez died in 1872, before the 1885 2nd story addition and likely before the building was used as a hotel. Undated. Source unknown.

Figure 1.B.54.- Postcard postmarked 1938 - Lobby looking north. Earliest known photo showing the new inlaid oak floor. Note the contrasting color of column chamfers in photographs this page and the following page. RGHC 02231688.

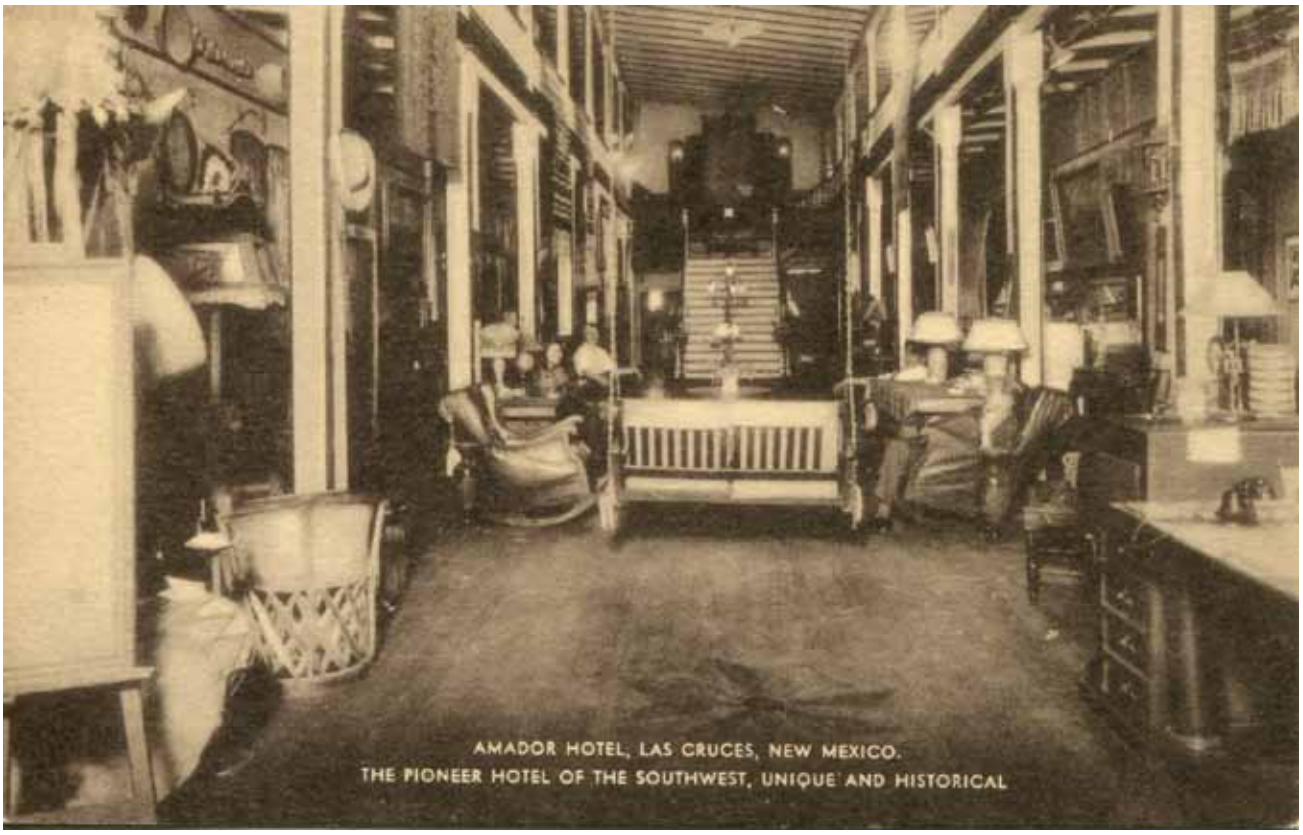

Figure 1.B.55.- 1944. Note the "Art-Nouveau" style candelabra floor lamp with matching design lamps on the lower stair newel posts. These are more clearly visible in Figure 1.B.57 on page 1.B.31. Courtesy Deb Dennis.

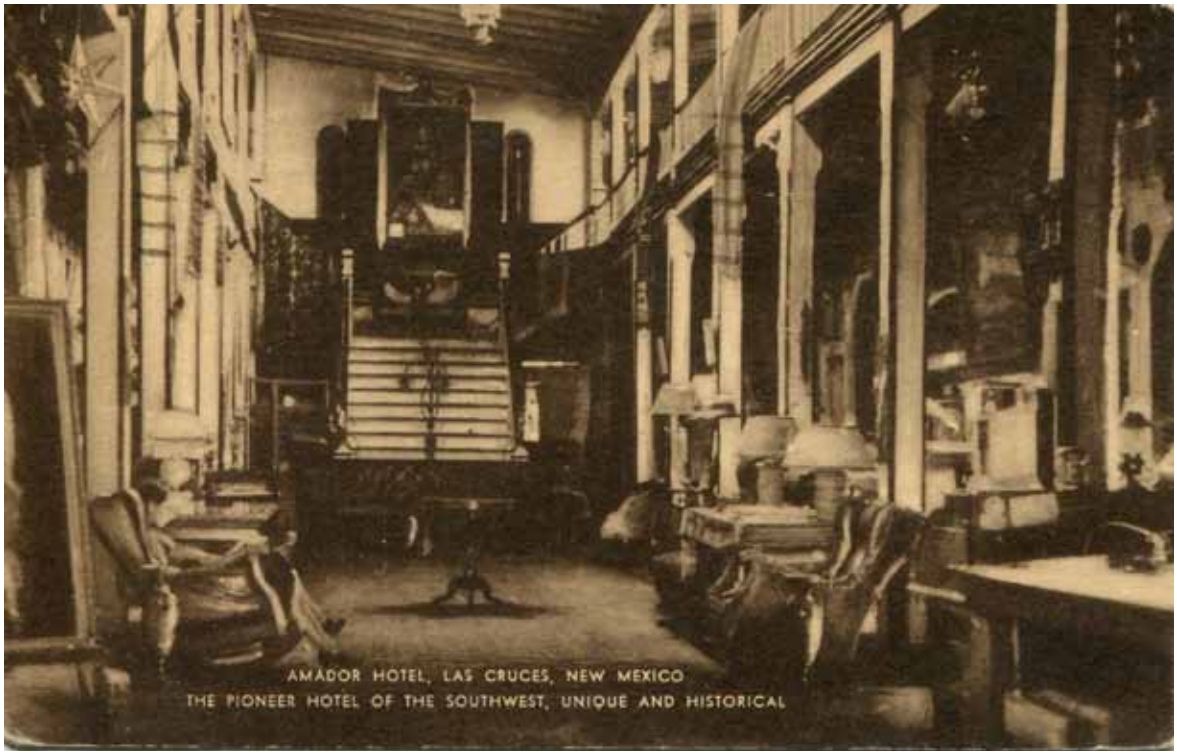

Figure 1.B.56.- 1944 postcard. Courtesy Deb Dennis.

Figure 1.B.57.- Although this photograph was dated mid-1960s it appears to be from the 1930s-40s, based on the dark painted chamfers on the columns and lack of chandelier light fixtures, matching those in the postcards from 1938 and 1944 (Figure 1.B.54, Figure 1.B.55 & Figure 1.B.56). Courtesy Deb Dennis.

Figure 1.B.58.- November 1946. Lobby looking south. Note the original 2nd floor double doors with paired lights accessing the roof of the portico. The 1st floor main front doors have been replaced with those existing today. The 2nd floor doors were replaced after 1969 but the original transom remains and the door frame appears to be the original. A portion of the south balcony has been converted to bathrooms (behind the wall with the buffalo wall hanging).The south balcony balustrade still has the "teardrop" design in this photograph that was evident in the earliest photographs of the Lobby interior. It was removed and replaced in 1969. Note also the appearance of cut-glass chandeliers.- *Holiday Magazine*.

Figure 1.B.59.- November 1946- Showing the stair at the SW corner of the lobby that appears in Figure 1.B.51 on page 1.B.28 (now removed)- *Holiday Magazine*.

Figure 1.B.60.- November 1946 - Looking at screen door to Room 9, at south end to east side off lobby . The trim and door number were discovered intact behind furring following the 2018 selective demolition along with similar Territorial-style trim to three other doors.- *Holiday Magazine.*

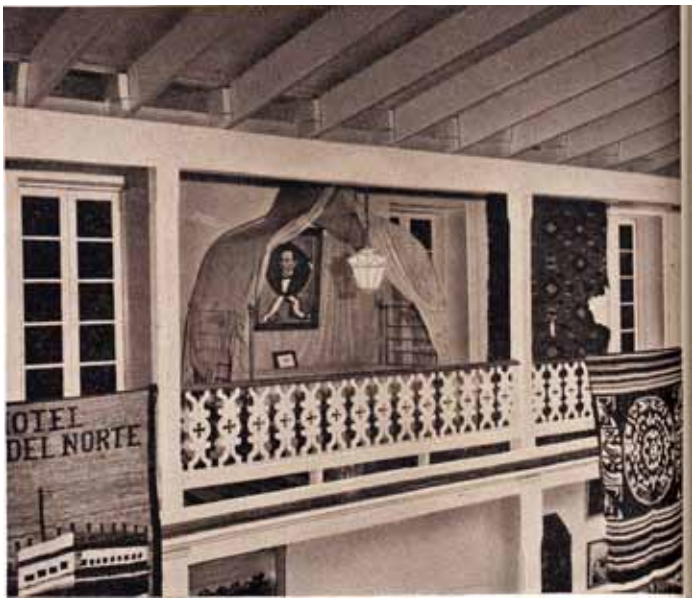

Figure 1.B.61.- November 1946- Looking at east balcony wall. Note the 1 over 5 paired casements that replaced 2 over 2 double hung sashes (possibly in the 1946 renovations.). These were removed by the City of Las Cruces after 2010 to install air conditioners, but were salvaged and are now in storage. This adobe wall was replaced with wood frame after 1969 but the original window frames appear to have been reused. Note the "Benito Juarez" bed shown in Figure 1.B.53 on page 1.B.29. *Holiday Magazine*

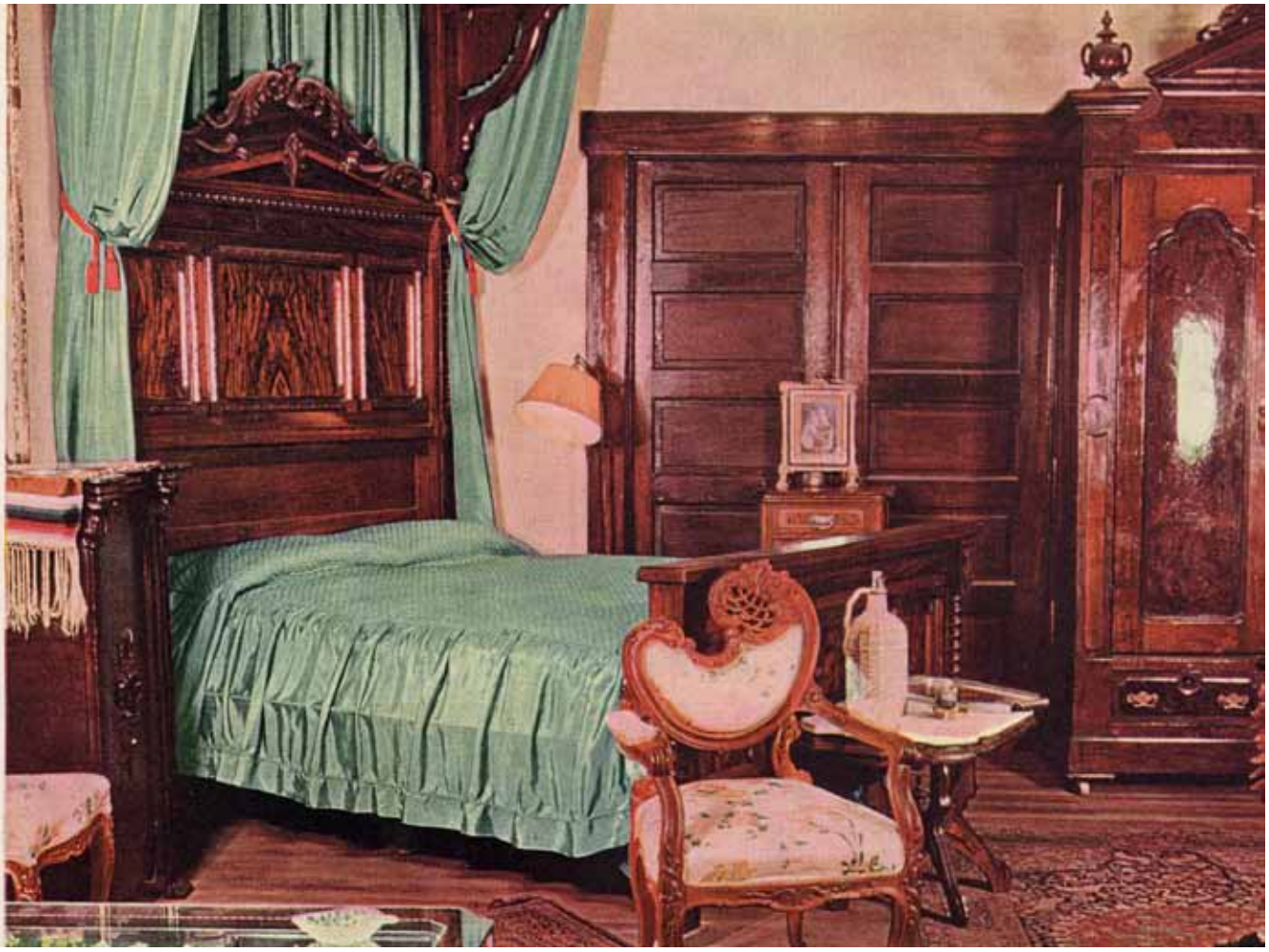

Figure 1.B.62.- The earliest view of the interior of one of the 1st floor west rooms (1946) shows what appears to be the pair of 5-panel doors that are now pocket doors between Room 119 and 120. There is evidence of previous hinges on these doors, indicating that they were once swinging doors. Based on the ceiling box-beam spacing and direction from the 1968 photograph (Figure 1.B.68 on page 1.B.37) these doors appear to be in the north wall of Room 121, indicating that they were moved to their current location. *Holiday Magazine*

Figure 1.B.63.- Undated photograph looking north in the Lobby. Possibly mid 1960s [?]. RGHCs 82 075 002.

Figure 1.A.64.- Undated photograph looking south in the Lobby. Possibly mid-1960s [?]. The “tear-drop” design balustrade at the south balcony is still present in this photograph and the original 2nd floor exterior doors to the portico roof with paired lights are still in existence. No Source

Figure 1.B.65.- Undated. Mid 1960s. [?].This is the only color photograph of the interior prior to the Citizens Bank renovations, although it may have been hand-tinted. The blue painted underside of the balconies exists today, but the balcony rail is no longer blue and limited paint removal has not revealed a blue layer. Courtesy Martin Campbell Jr.

Figure 1.B.66.- Undated photograph appears to be from the 1960s [?]- Main lobby stairs looking north - Source unknown.

Figure 1.B.67.- A view of the southwest stair from the top taken in 1968, shortly before it was removed by Citizens Bank.. Courtesy of M. Drexler.

Figure 1.B.68.- Based on the direction, spacing, and color of the ceiling box beams, this appears to be in Room 121, looking north towards Room 120 and the pair of 5-panel doors. 1968, Courtesy of M. Drexler.

Figure 1.B.69.- This was the next slide in a collection taken in 1968 by M. Drexler and shows Room 121, looking south to Room 121A, when that was partitioned off as a bathroom. Note the columns of the decorative room divider that are white in this photograph but are currently brown. This also shows a 5-panel door to the Lobby and to the closet at the east end of Room 121A. Two shelves between these column above the base that are present today are not in this photograph. Courtesy of M. Drexler.

Figure 1.B.70.- 1969 or early 1970s [?]- Lobby looking north - Source D Dennis.

Figure 1.B.71.- Lobby looking south, Citizens Bank late 1970. The south balcony balustrade now matches those at the east and west. Source D. Dennis

Figure 1.B.72.- Lobby looking north, Citizens Bank late 1970s, source D. Dennis

Figure 1.B.73.- Lobby looking south, April 2009. Note the "Corinthian" column wraps, likely added by Dona Ana County, along with extensive furring and gypsum board at second floor room ceilings and walls and plywood flooring overlays on existing hardwood floors to level them. All of these changes were removed as part of selective demolition operations from 2017 through 2021. Kells + Craig Architects

Figure 1.B.74.- Room 121, looking south. This is the same view as Figure 1.B.69 on page 1.B.37. Note extra shelves in room divider. This room had the same box beam and board and batten ceiling as shown in 1968, although fluorescent fixtures had been inserted into it. Other rooms had ceilings dropped below the original box beam and board and batten ceilings. Lowering the ceiling in Room 121A required dropping the soffit over the room divider. 2009, Kells + Craig Architects

Figure 1.B.75.- Room 210. Typical of the upstairs, west rooms with gypsum board applied over furring at demising walls and furred-down gypsum board ceiling. The floor was also leveled out with plywood on shims and carpeted. 2009, Kells + Craig Architects

Figure 1.B.76.- Lobby looking south, October 2018, after removal of gypsum board at dropped soffits, ceilings, and walls; partial removal of wood flooring; and column repairs. Jean Fulton.

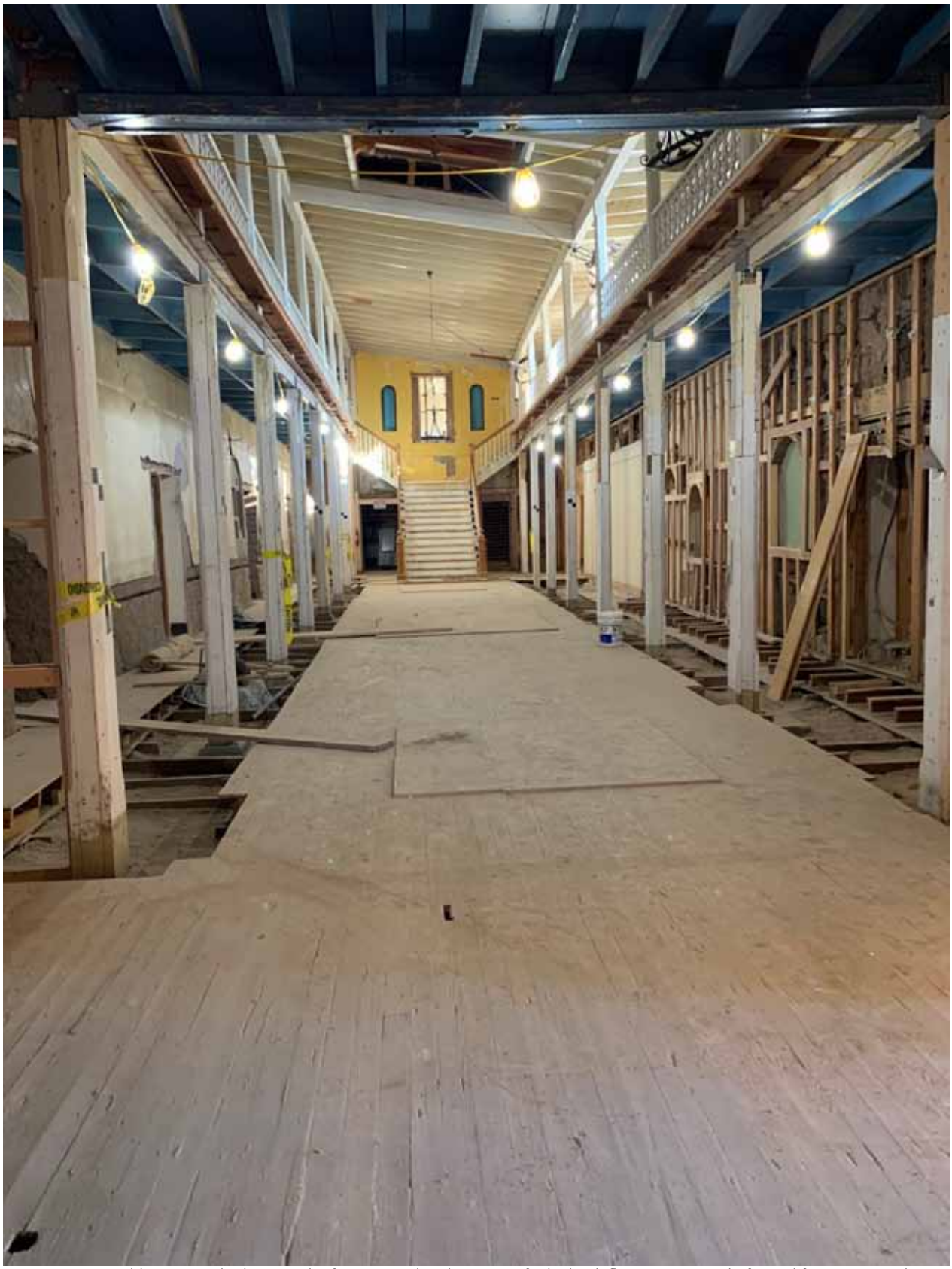

Figure 1.B.77.- Lobby in 2021 looking north after removal and storage of inlaid oak flooring; removal of wood furring at north,west & south walls; and removal of contemporary mechanical and electrical systems. JSCA 2021.

Figure 1.B.78.- Following removal of the dropped ceiling in 2017 in Room 121A and soffit over room divider, portions of the board and batten ceiling in Room 121A and the tops of the columns that show pink paint and lack of paint. The latter likely indicates that trim similar to that at the bottom of the columns was removed. Jean Fulton, 2018.

Figure 1.B.79.- Following removal of gypsum board furred out ceilings and walls revealing the original painted dimensional lumber ceilings, vertical tongue and grooved dividing walls, oak strip flooring, and original floor base. JSCA 2021.

Figure 1.B.81.- Looking south in room 116 (north of the lobby on the first floor) showing the dimensional lumber roof structure of the original hay warehouse and old viga lintel. JSCA 2021.

Figure 1.B.80.- Looking at south wall of Room 214 (south of 2nd floor balcony), showing where adobe walls were removed that lined up with the walls of the entry lobby below. JSCA 2021.

v. Chronology Plans

The floor plans on the following pages describe the chronology of the Amador Hotel.

The plans are compilations prepared by Jonathan S. Craig Architect LLC that show extant pre-1969 construction and outlines of elements that appear to have been removed based on evidence in the field and the information from the 1969 Citizens Bank Renovations floor plan.

These plans are followed by a scan of the floor plan prepared for the Citizens Bank renovations in 1969. The plan, produced by Albert Widmer, Architect, of Las Cruces, was part of a set of construction drawings and shows both new elements and elements to be demolished. Two versions of this plan have been obtained; one from a partial set of drawings provided by Gerald Lundeen Architect, who worked for Widmer and designed the mid – and late – 1970s additions and renovations, noted "Revised December 7, 1969"; and a scan of a second slightly different version of the plan sheet that appears to be dated in November, the source of which is unknown. The work undertaken does not appear to have completely followed either of these plans, but the revised plan changed the location of the small vault and toilets to allow for the insertion of a new mechanical room to the north, which is the way it was constructed. The plans are useful for the information they contain about walls and other features that were demolished as part of the work. The work included demolition of some of the 1st floor adobe rooms to the east of the Lobby at the north end, and construction of the small concrete bank vault, toilets, and a drive-up teller window at the north end of the building at the location of the former boiler room (and possibly kitchen). At this time it also appears that most of the first-floor walls were replaced to the north of the lobby and a new mechanical room constructed at the northeast. This must have involved shoring the structure for the second floor and also included replacement of a portion of the east lobby adobe bearing wall with a wood frame wall. Although all of the mechanical room walls are shown on the plan to be constructed from concrete masonry units, in fact only the east and north walls were, the other two being wood frame.

Unfortunately no plans were found from the 1969 set of changes to the second floor, except for a detail showing the balcony rails and balustrades being raised. It appears that this change was made. Based on the numbering sequence of the set it appears that a second-floor plan may not have been included

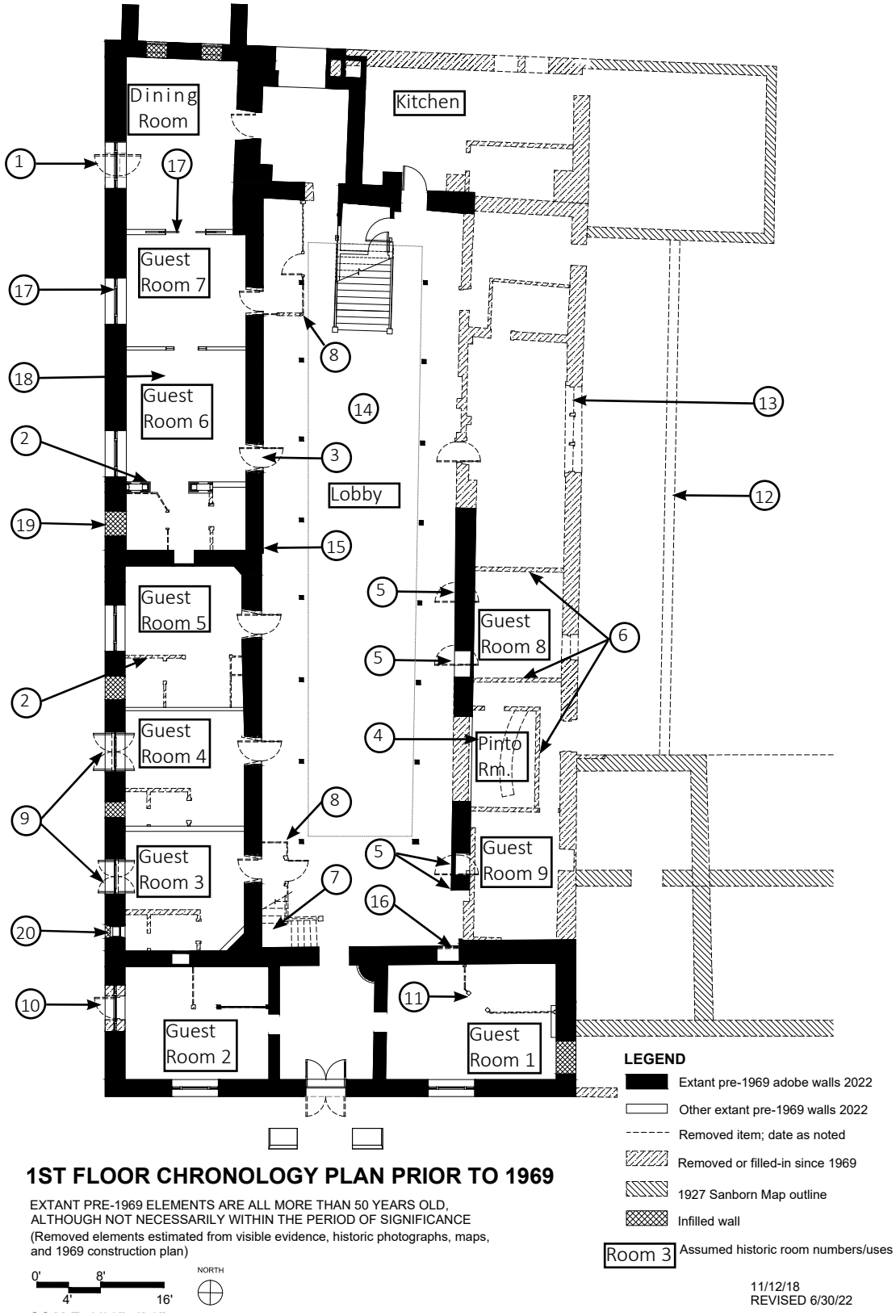

Figure 1.B.82.- 1st Floor Chronology Plan assembled from historic photographs, verbal accounts, Sanborn Maps, and 1969 Citizens Bank renovation floor plan. See Keyed Notes legend following page.

KEYED NOTE LEGEND TO 1ST FLOOR CHRONOLOGY PLAN

1. Location of outside door to dining room when it was a steak house in the 1950s. It appears to have been a window previously, matching other windows on the west side. It was blocked up some time in the 1960s, possibly during the Paul's brief ownership in 1968. The adobe sill was reconstructed by the Amador Hotel Foundation in 2017 to match the sills at other first floor west windows. A reconstructed window is being installed as part of the 2021-22 West Facade Rehabilitation
2. Bathrooms (typical), likely from 1946 renovations
3. Typical room doors with screen doors to lobby. All doors and frames were removed, openings enlarged, and pairs of doors installed in the 1969 Citizens Bank renovations. The original doors likely matched the (vertical) 4-panel doors at the second floor but may have been replaced (possibly in 1946) with (horizontal 5-panel doors. The doors appear to have had transoms in 1905, which were removed when the lobby floor was raised, and screen doors were installed for ventilation
4. Location of Pinto Room from existence of a large lintel still in place and a few photographs from the 1960s. Likely installed in the 1950s or 60s. Rooms 8 and 9 may have been reduced in size or eliminated to accommodate the bar
5. The original Territorial-style trim and room numbers remain for these door openings
6. Locations of walls are conjectural
7. Stair to balcony removed during 1968 bank remodeling. Outline of stair is visible on walls
8. Bead board vestibules to these rooms existed until 1969 (shown to be removed on 1969 plan)
9. Although originally windows, there were pairs of doors here, with exterior screen doors, from as early as 1925 through the early 1950s. The doors and screen doors are being restored as part of the 2021 West Facade Rehabilitation
10. A door was shown here in a photograph from the 1890s after second story was added, but it was a window by 1925
11. The 1969 construction plan shows this wall as being removed and notes the space as a stair. No other evidence has been found of a stair here
12. This is the approximate location of a wall shown on the 1927 Sanborn Map, which is the culmination of several expansions on the east side, starting with an open porch shown on the 1902 Sanborn Map. It appears to be no longer there in 1960s photographs of the courtyard, which show the windows in the wall to the west of it, and was not shown as existing on the 1969 construction plans
13. Window that appears to be the one visible from a 1960s photograph of the courtyard possibly relocated to the east wall of second floor room at northeast corner of Lobby/Balcony. See note 19 on 2nd floor Chronology Plan
14. The original pine lobby floor and the floors of the rooms around it was replaced by a higher pine floor by 1912 and by 1934 the current oak floor with inlays was installed
15. Offset in wall may indicate location of an addition to the original single-story building
16. Window frame found when gypsum board furring was removed is blocked up on the room side. Was likely in an exterior wall before addition of the second floor in 1885
17. The wall below this window is recessed and wood-paneled indicating it may have been a door at one time. Figure 1.B.42 on page 1.B.21 appears to show a door at this location
18. Guest Room 6 was also known as "Natalia's Room" after the daughter of Corina and Frank Campbell
19. Bathroom windows removed and filled in during 2021-22 West Facade Rehabilitation
20. Single bathroom window filled in at exterior was retained in 2021-22 rehabilitation

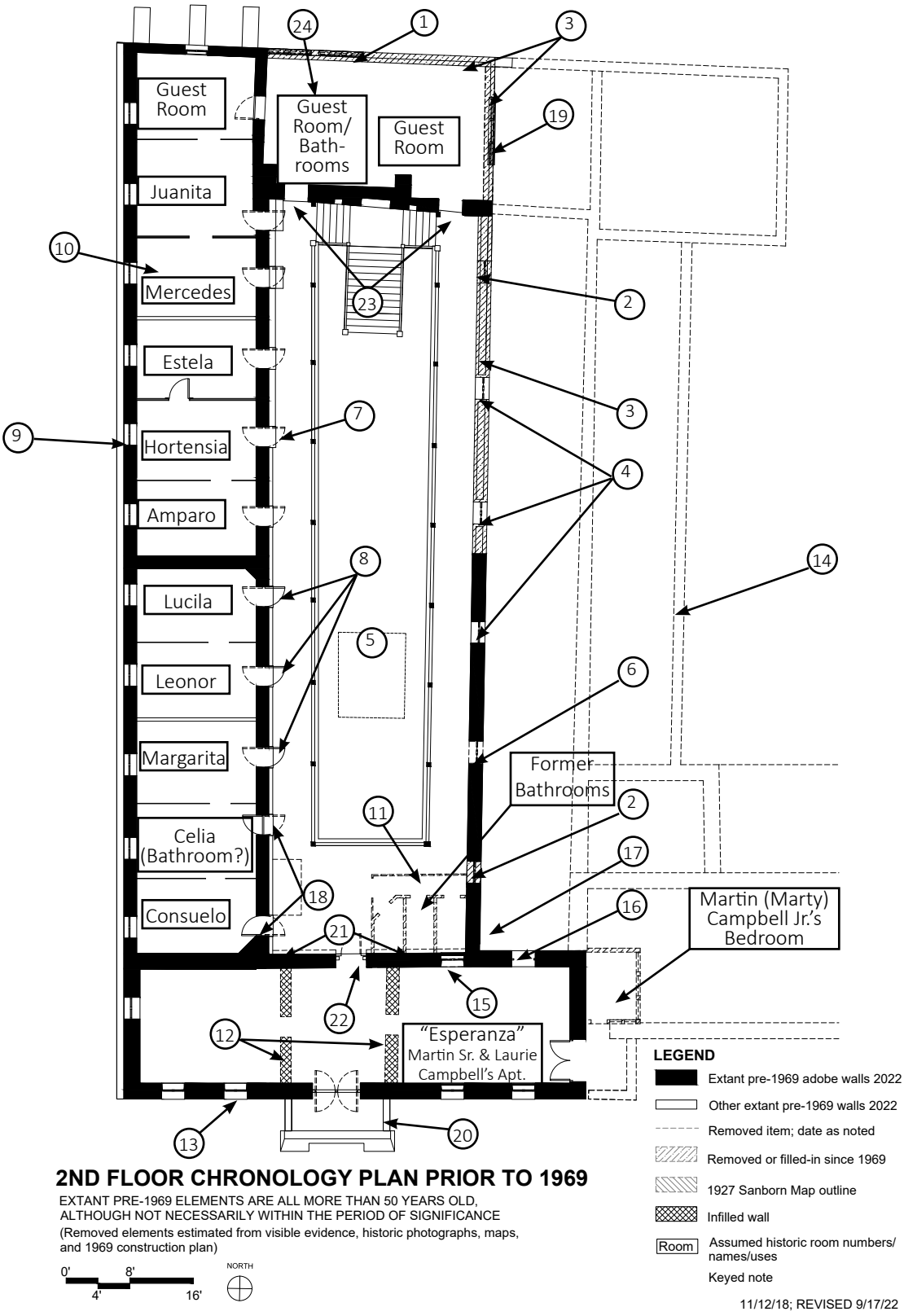

Figure 1.B.83.- 2nd Floor Chronology Plan assembled from historic photographs, verbal accounts, Sanborn Maps, and 1969 Citizens Bank renovation floor plan. See Keyed Notes legend following page.

KEYED NOTE LEGEND TO 2ND FLOOR CHRONOLOGY PLAN

1. Possible location of windows shown in undated photograph of "Benito Juarez Bed" based on direction and spacing of vigas
2. Approximate location of windows at E & S. balconies shown in 1890s and 1915 photographs that are no longer present. The S. window was likely removed for the bathrooms at the south balcony; the N. window may have been removed during the Citizens Bank renovations
3. This portion of wall is now wood frame. It appears to have replaced adobe during the bank renovations, but is not noted on 1969 construction plans
4. East side windows sashes have been replaced at least twice at the same locations, but frames appear to be from the original double-hung sashes visible in early photographs
5. Location of former roof monitor/skylight. Only an opening in the lower wood ceiling exists
6. This window is now a door installed post 1969
7. All room doors originally swung inwards. They likely had screen doors originally but by 1946 these were replaced with louver doors
8. Out-swinging louver doors, removed and stored as part of the 2021 selective demolition, may date from the 1946 remodeling and may have replaced screen doors at all second floor west side rooms
9. All west side window sashes have been replaced at least twice. The current windows appear to date to the 1930s or late 1920s. The frames appear to date from the original double-hung sashes
10. All west side rooms have a newer oak floor over a previous oak floor on dimensional lumber resting on the original roof vigas
11. Outline of these walls is visible on the ceiling and Martin Campbell Jr. reports that they were bathrooms
12. Outlines of these walls show on walls and ceiling with a thickness that suggests it was a continuation of the adobe walls of the entry below
13. South window sashes have been changed at least once although the openings date from at least 1910. The current 4x1x4 casements appear to date from the late 1920s/early 1930s
14. Approximate location of building wall shown on 1927 Sanborn Map. See Keyed Note 12. on 1st Floor Chronology Plan
15. Window seen in photographs (1905 and 1915). Window, recess, trim and casings still exist
16. Door recess, casings, and transom still exist but the date of this former door is unknown
17. From the outline in the plaster at the east wall of the main structure, and photographs, there appears to have been a second story structure here at one point. The door shown in note 16 above, likely led to this room
18. Original (vertical) 4-panel doors remain these rooms. Removed and stored in 2021 selective demolition
19. This window may have been relocated from the 1st floor demolished rooms and relocated here after 1969
20. 1946 Pueblo-Revival style portico that replaced former Territorial Style wood portico
21. Wainscot appears to have continued along the south wall. Can be seen in photograph as early as 1915. Likely removed with installation of bathrooms
22. Single, (vertical) 4- panel door within paneled opening with glazed transom over was removed by 1946, when there appears to be no door in this opening
23. The nature of these doors cannot be determined from historic photographs after the construction of the 2nd floor room(s) in the 1920s
24. Significant areas of rotted floor structure and remnants of sewer pipes found in 2021 are evidence of bathrooms here, which were also confirmed by Martin Campbell Jr. Their layout/ configuration is not known

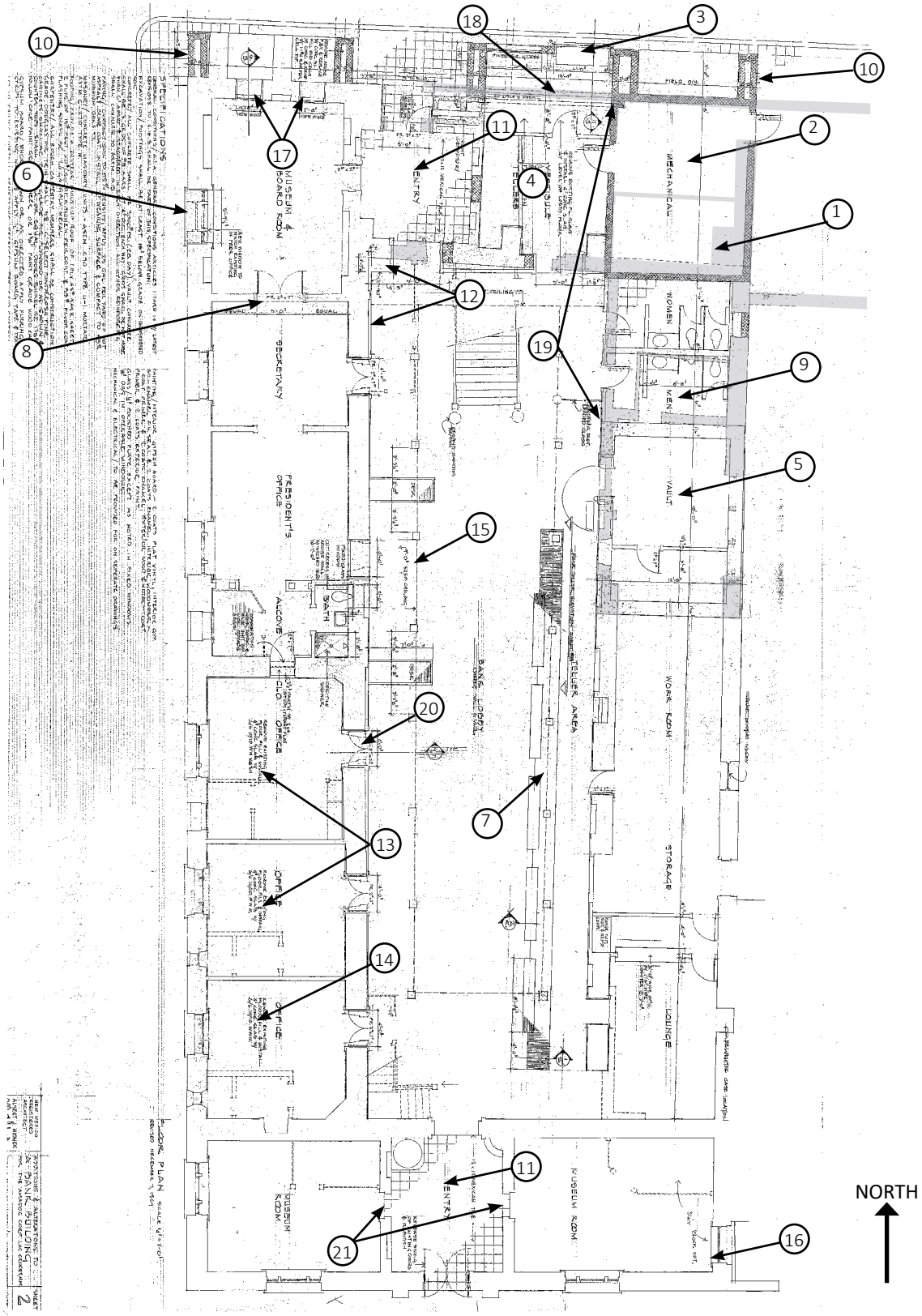

Figure 1.B.84.- Undated Floor Plan for Citizens Bank renovations (likely 1969)- Widmer Architects. The plan was later revised. Not all of the work was carried out as shown. Existing walls at the east side that were to be demolished have been highlighted with shading. It is not known if the "casitas" to the east along Amador Avenue were also demolished at this time or existed until the 1978 bank additions were constructed. Courtesy Gerald Lundeen Architect.

KEYED NOTE LEGEND TO ANNOTATED 1969 CITIZENS BANK RENOVATIONS FLOOR PLAN

1. Shaded areas indicate major walls removed in northeast corner for construction of small bank vault, toilets, and mechanical room
2. New mechanical room. The west and south walls were built of 2x4 stud framing, not concrete masonry units as indicated
3. New drive-up teller window
4. Bearing walls and structure extensively reframed below existing second floor structure. Original hay warehouse roof framing and dirt roof shown on 1893 Sanborn map remain in place below second floor framing added in the 1920s. Significant deterioration and structural issues are evident in this area
5. New bank vault
6. Window shown to be installed to replace door, likely installed in 1946 renovations, but was not executed. Blocked up door opening found during 2017 rehabilitation of this room by the Amador Hotel Foundation
7. The original floors along the east side of the lobby were removed to accommodate the construction of the teller stations. The original south balcony balustrade with the "teardrop" design was used to decorate the front of the teller stations
8. This is currently a pair of pocket doors that appears to have reused former (horizontal) 5-panel swinging doors that were located on the opposite wall of this room
9. New toilets that were later reconfigured and expanded as part of the 1978 additions
10. These buttresses were not constructed
11. Mexican tile was not installed in these rooms. At the South Entry the original (1934) oak floor was refinished as part of the Amador Foundation's work between 2010 and 2017. The original oak floor was revealed after removal of plywood and sleepers at the North Entry as part of the 2021 selective demolition work. The swing of front doors at the South Entry was not reversed as noted
12. All the walls of the Lobby were covered up and "squared" up with gypsum board on wood furring
13. The oak floors and framing were replaced in these rooms with concrete slab on grade
14. Although the oak floors were shown to be replaced with concrete in this room the oak floor remains today
15. The soffits below the balconies were furred down with framing and gypsum board to conceal new mechanical systems
16. This window, shown in historic photographs, is believed to be still concealed in the wall
17. These windows, installed as part of the 1969 renovations, were later converted to walk-up teller windows. They have been blocked up with adobe and lime plaster at the interior, as part of the Amador Foundation's work, and are boarded up with plywood at the exterior
18. A double steel beam was to have been installed here but a built-up header of multiple 2x12s was substituted
19. The 2x4 wood stud framed wall replaced an adobe bearing wall. Even though the adobe wall at the 2nd floor was replaced with a double spaced 2x4 frame wall, only the inner frame section is supported. The structure does not appear to be adequate but requires additional study
20. All doors to the west rooms were shown to be widened, the former splayed adobe jambs removed, and new double doors installed. Although this work was carried out, some of the openings were less than the 4'-0" shown
21. No doors are shown here, and none exist today, but what appear to be the original (early 20th C) door frames, solid transoms, and casings (except trim at the Entry side) are still in place

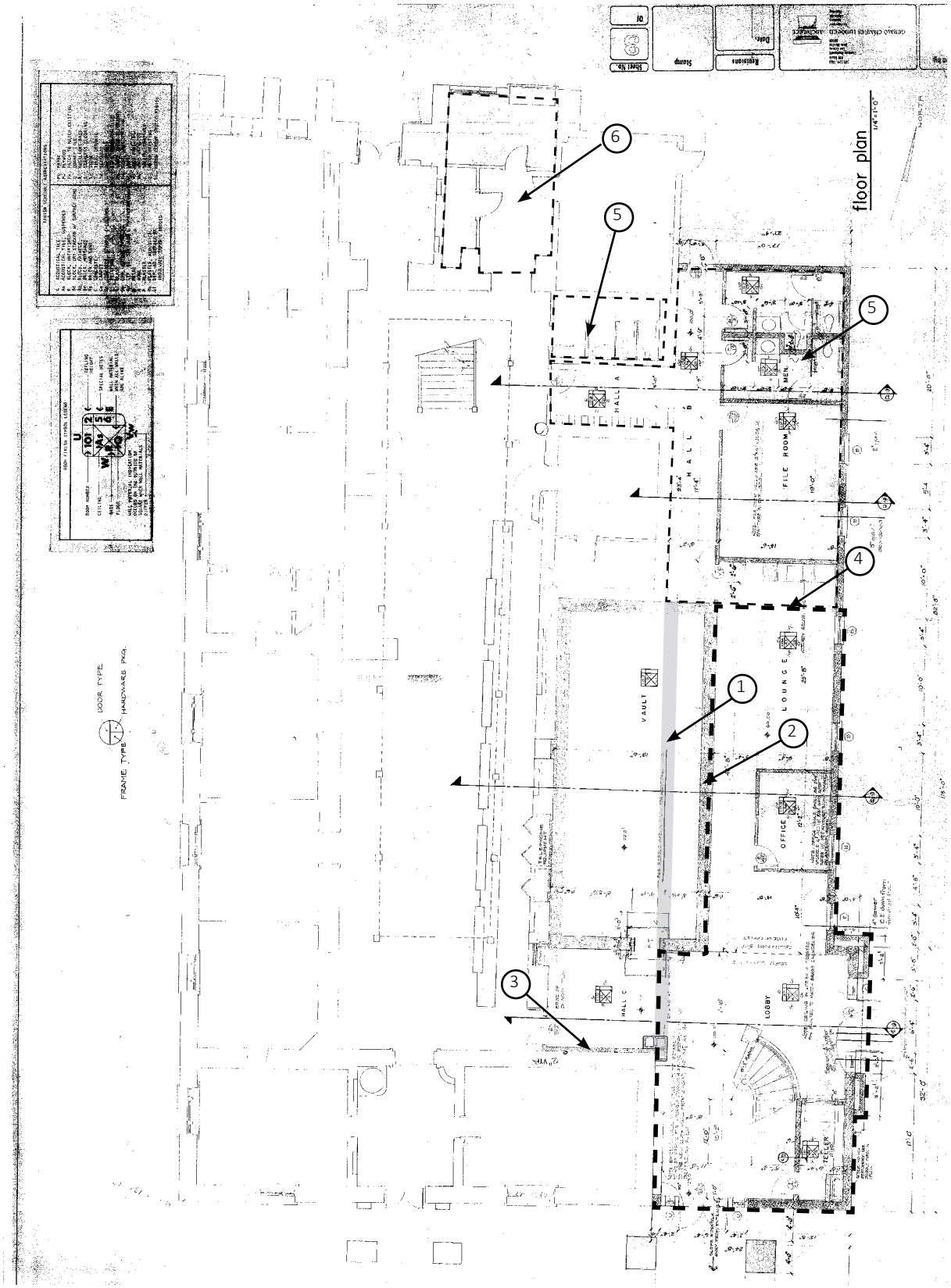

Figure 1.B.85.- 1978 floor plan by Gerald Charles Lundeen Architect for the additions to the east side of the Amador Hotel building. Courtesy Gerald Lundeen.

KEYED NOTE LEGEND TO ANNOTATED 1978 CITIZENS BANK RENOVATIONS FLOOR PLAN

1. Last piece of adobe wall east of the lobby removed for construction of a new bank vault
2. New large concrete bank vault
3. 2-story high 8" concrete masonry unit wall still in place
4. Heavy dashed line indicates portions of 1978 additions demolished in 2018
5. Interior construction within light dashed line removed in 2018
6. Walls within this space removed in 2021 selective demolition

vi. Charts of Architectural Elements Through Time

The charts on the following pages, developed by Jean Fulton of TimeSprings Inc. and edited by Jonathan Craig, track exterior and interior architectural elements to show which items were known to be, or can be reasonably assumed to be contemporaneous with others. The time line for each element notes those that are verified by photographic evidence and those for which there are gaps in the photographic evidence and/or for which educated guesses as to actual start and end dates have been made..

KEYED NOTE LEGEND TO EXTERIOR ARCHITECTURAL ELEMENTS THROUGH TIME CHART (NEXT PAGE)

a. Remnants of the framing for the original wood balconies were found during the 2021-22 West Façade Rehabilitation

b. Historic photographs provide the evidence for the appearance of the territorial-style portico, demolished in 1946

c. These windows are in fact rectangular with the plaster at the corners radiused and the window frame behind it with a radiused solid panel and glazing. These were rebuilt using mostly the original wood framing during the 2021-22 West Façade Rehabilitation.

d. The one west window that is visible in a 1936 photograph has the same design as the current windows, which is different from the north and south Windows. It is not known if all the 2/2 double hung windows were replaced at the same time, but the changes occurred between 1925 and 1936.

e. Portions of facades appear to have been repaired with a new coat of smooth troweled lime plaster

f. Remnants of rough-textured plaster were discovered during the 2021-22 West Façade Rehabilitation

g. It appears that there may have been a mix of smooth cement-based plaster and the original lime plaster between 1969 and the construction of the east side additions in 1978

h. Removal of the cement-based stucco at the east façade may reveal that the window seen in two historic photographs is still present in the wall. A glazed pair of doors with screen doors leading to balcony to second story addition above this window, first seen in early 1940s photo, in Room 214, was revealed inside the wall behind the stucco when interior furring was removed

i. Adobe wall replaced with frame, but original window frames appear to have been retained

j. Casements removed by city with installation of A/C units. Now in storage in large vault

k. Bathroom windows (post 1946) removed & blocked up in 2021-22 rehabilitation. 1 left at interior only in Room 124.

l. Brick ledge is being restored in 2021-22 West Façade Rehabilitation. Coping to be restored in future phases.

Amador Hotel, Las Cruces, NM–Historic Structure Report

EXTERIOR ARCHITECTURAL ELEMENTS THROUGH TIME

Verified by photographic evidence

Gaps in the photographic evidence and/or educated guesses as to actual start and end dates

REFER TO DETAILED TABLES OF "ARCHITECTURAL ELEMENTS THROUGH TIME" IN THE APPENDICES FOR MORE INFORMATION

~ 100 Years — AMADOR HOTEL

16 Years — CITIZENS BANK

22 Years — DONA ANA COUNTY

15 Years — CITY OF LAS CRUCES

	YEAR	Notes
1.	Faux quoin blocks (wash or paint)	
2.	Original wood front porch/ balconies	a
3.	Territorial portico (wood)	b
4.	Pueblo Revival portico (CMU/Conc.)	
5.	1st story front Gothic windows	
6.	1st story front arched windows	c
7.	2nd story windows, all (DH 2/2)	
8.	2nd story, N & S (4/1/4 casements)	
9.	2nd story, W (2/2/2/2 casements)	d
10.	Plaster (mud)	
11.	Plaster (lime etched or washed)	
12.	Plaster (lime troweled smooth)	e
13.	Plaster (lime rough-textured)	f
14.	Plaster (cement-based smooth)	g
15.	Plaster (Elastomeric)	
16.	1st story window at East wall, Rm. 103	h
17.	"The Amador" sign (center)	
18.	Neon "Hotel Amador" sign (SE)	
19.	Neon "Amador Hotel" sign (center)	
20.	2nd story East wall jambs only	i
21.	2nd story East wall casements	j
22.	Bathroom windows West wall	k
23.	Brick ledge at West wall flare	l
24.	Narrow roof coping (metal)	l

1870 1875 1880 1885 1890 1895 1900 1905 1910 1915 1920 1925 1930 1935 1940 1945 1950 1955 1960 1965 1970 1975 1980 1990 2000 2010 2020

(1885) Second-story addition

(1912) New Mexico achieves Statehood

PERIOD OF SIGNIFICANCE 1910-45

(1946) Extensive renovations undertaken by Frank Campbell, including Pueblo Revival portico

(1978) New East side additions

(1974) Drive-up bank constructed

(Post 1969) Extensive renovations including additions undertaken by Citizen's Bank

2022

1.B.55

Amador Hotel, Las Cruces, NM–Historic Structure Report

INTERIOR ARCHITECTURAL ELEMENTS THROUGH TIME

Verified by photographic evidence

Gaps in the photographic evidence and/or educated guesses as to actual start and end dates

REFER TO DETAILED TABLES OF "ARCHITECTURAL ELEMENTS THROUGH TIME" IN THE APPENDICES FOR MORE INFORMATION

~ 100 Years — AMADOR HOTEL

16 Years — CITIZENS BANK

22 Years — DONA ANA COUNTY

15 Years — CITY OF LAS CRUCES

	YEAR	Notes
A.	Original pine T & G flooring	a
B.	Second pine T & G flooring	b
C.	Oak T & G flooring with inlay	c
D.	Columns & column wraps	d
E.	Exposed painted joists & decking	e
F.	Skylight/Roof Monitor (removed)	f
G.	Window at North Lobby stairs landing	g
H.	Children's Gallery SE Lobby	h
I.	Wainscoting & chair rail	i
J.	Stairs at Lobby South end	j
K.	Screened doors	k
L.	Column caps & crown moldings	l
M.	Finishes (picture rail molding)	m
N.	Wallpaper	n
O.	Main stairs, handrails, & balusters	o
P.	Decorative balusters at balconies	p
Q.	4-(vertical) panel doors	q
R.	5-(horizontal) panel doors	q

1870 1875 1880 1885 1890 1895 1900 1905 1910 1915 1920 1925 1930 1934 1935 1940 1945 1950 1955 1960 1965 1970 1975 1980 1990 2000 2010 2020

(1885) Second-story addition

(1912) New Mexico achieves Statehood

PERIOD OF SIGNIFICANCE 1910-45

(1946) Extensive renovations undertaken by Frank Campbell Sr.

(1978) New East side additions

(1974) Drive-up bank constructed

(Post 1969) Extensive renovations including additions undertaken by Citizen's Bank

2022

1.B.56

KEYED NOTE LEGEND TO INTERIOR ARCHITECTURAL ELEMENTS THROUGH TIME CHART (PRECEDING PAGE)

a. Partially exposed & portions removed for 2017 column reinforcing & 2021 selective demolition. Should be removed to restructure floor supports

b. Exposed & portions removed for 2017 column reinforcing & 2021 removal of finished floor. Should be removed as part of floor support restructuring. When installed, floor was raised and original transoms at interior first floor doors were eliminated.

c. Exposed & portions removed for 2017 column reinforcing. Completely removed, labeled & stored in large and small vaults during 2021 selective demolition

d. Wood columns removed and replaced with steel tubes as part of 2017 column reinforcing. Wood columns stored in large vault. Wood wraps partly reinstalled & supplemented. Wraps reinstalled incorrectly and will need to be removed and reinstalled to match original installation.

e. Exposed joists and decking were revealed at Lobby/balconies in 2017 & in west 2nd floor rooms in 2021

f. Skylight opening in lower lobby ceiling remains but only single 1910s photograph is evidence of original construction

g. Window was likely blocked up with addition of second floor north of Lobby in 1920s. Original frame and casings found in wall during 2021 selective demolition

h. Only one photograph from 1905 shows this gallery under the south end of the east balcony

i. Wainscot only remains at 2nd floor west balcony. Evidence of grounds and nailers exists at Lobby 1st floor.

j. Stairs removed in 1969 Citizens Bank renovations. Evidence of framed opening in west balcony and outline of stair & wainscot revealed in mud plaster at south and west walls during 2021 selective demolition.

k. No screen doors remain but numerous photographs of them exist. 4 louvered doors that replaced screens in 1946 remained at west balcony rooms & are retained in storage

l. Only photographs and a paint outline remain of column caps & the crown moldings that wrapped around the balconies

m. A small (1’ long) remnant of the picture rail found at north end of Lobby

n. Numerous remnants of banded wallpaper, with embossed, pictorial frieze & base exist at Lobby but in generally poor condition. Numerous remnants & multiple layers of wallpaper also found at all rooms on the S & W of Lobby, in addition to all west and south 2nd floor rooms.

o. Stairs & handrails have had the same appearance throughout historic photographs. Paint was removed from newel post & globe finials were added post 1969.

p. South balcony balusters were changed after 1969 from “teardrop” design to “quatrefoil” design. No clear photographs exist of east & west balusters prior to 1946, which show current quatrefoil design, but “teardrop” design still at south balcony

q. Four single 4-panel doors remain; one single & one pair of 5-panel doors remain. Two early 20th century photographs show examples of each type, but all other photographs are obscured by screen doors until the 1960s.

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1.C. PHYSICAL DESCRIPTION

i. Overview

The Physical description section provides an overview of the property with respect to its layout and style and basic construction materials. More detail about specific elements and their condition is included in Chapter 1.E. Conditions Assessment.

The current physical description has evolved during preparation of this Historic Structure Report due to several rounds of selective demolition. The physical description included in the 2018 draft of the document has been updated, as appropriate, to reflect the changed conditions.

ii. Project Data

Location

Building Address: 108 W. Amador Avenue,Las Cruces NM (302 S Main St. , for tax records)

a. Original Plat

Being part of block 12 of the Original Townsite of Las Cruces, as described on plat recorded on September 15, 1853

b. Current Legal Description - Amador Hotel Lot

Downtown Urban Renewal Project, Block: 26, Lot 2

c. Coordinates

Latitude: 32.307252°
Longitude:-106.778405°

d. Property Acreage

Original parcel (Lots 1 & 2), deeded by Doña Ana County: 1.238 acres (includes most of the adjacent commercial development.)

Lot 2 only: Approximately 0.53 acres (includes portions of adjacent development).

e. Building Areas (gross square feet after 2018 selective demolition)

First Floor: 9596 SF (including portico)
Second Floor 5,361 SF
Total: 14,957 SF

iii. Architectural Description

The Historic Amador Hotel is located on the corner of West Amador Avenue and South Water Street at the south end of downtown Las Cruces, New Mexico. The original site, as deeded to the City of Las Cruces by Dona Ana County, is about 1.24 acres, and included Lots 1 and 2 of Block 26 of the Downtown Urban Renewal Project. The city has since acquired Lot 3 through the purchase of the former “My Brother’s Place” restaurant site at the southeast corner of the block and thus owns the entire block. The former restaurant has since been demolished and an L-shaped commercial building, containing a restaurant, brew-pub, bar, and offices for Visit Las Cruces, has been developed as part of a public-private partnership with private developer, GMB Development. The city will retain ownership of the land, with the developer leasing and operating the commercial establishments. Ownership of the buildings will eventually transfer to the city under a lease forgiveness agreement. A proposed replat of the parcel occupied by the former Amador Hotel was proposed but has since been abandoned. A replat of the entire block may be necessary at some point to reflect all the street realignments and potentially to combine the block into a single lot. If it is necessary to continue to have the property subdivided between the Amador Hotel and other portions of the site for a new plat, it is strongly advised that the distances between the exterior walls of the proposed rehabilitated Amador Hotel and any interior property lines are maintained at a minimum of 30' so as not to compromise the building's code compliance or impose burdensome code requirements.

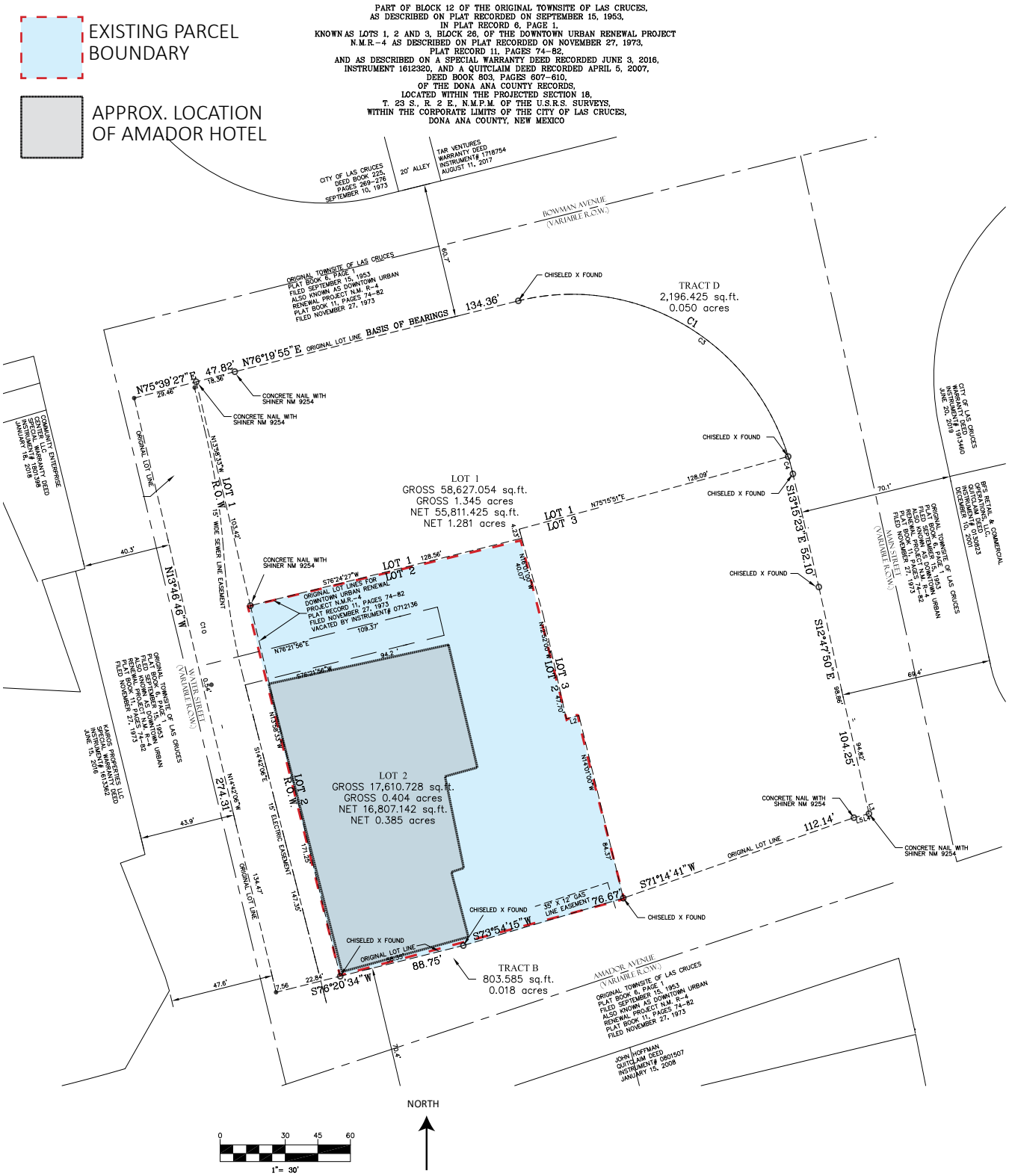


Figure 1.C.1.- Existing lot boundaries on the Amador block (Block 26 of the Downtown Urban Renewal Project) and approximate location of Historic Amador Hotel within Lot 2 boundary (shaded blue). Information for the drawing above, showing current property lines, was compiled by Jonathan S. Craig Architect LLC from a Plat of Survey of Lot 2, dated September 20, 2022, prepared by the City of Las Cruces, overlaid on a prepared replat by Precision Land Surveyors NM, Las Cruces, dated February 17, 2020, for lot lines on the remainder of the block, which was subsequently abandoned. These are not believed to be recorded plats but the boundary information is believed to reflect recorded plats and subsequent modifications.

Figure 1.C.2.- The Amador Block. City of Las Cruces 2022 drone aerial view superimposed on Google aerial photograph showing new commercial development, including Visit Las Cruces offices, and surrounding street layout. Photograph courtesy City of Las Cruces, 2022.

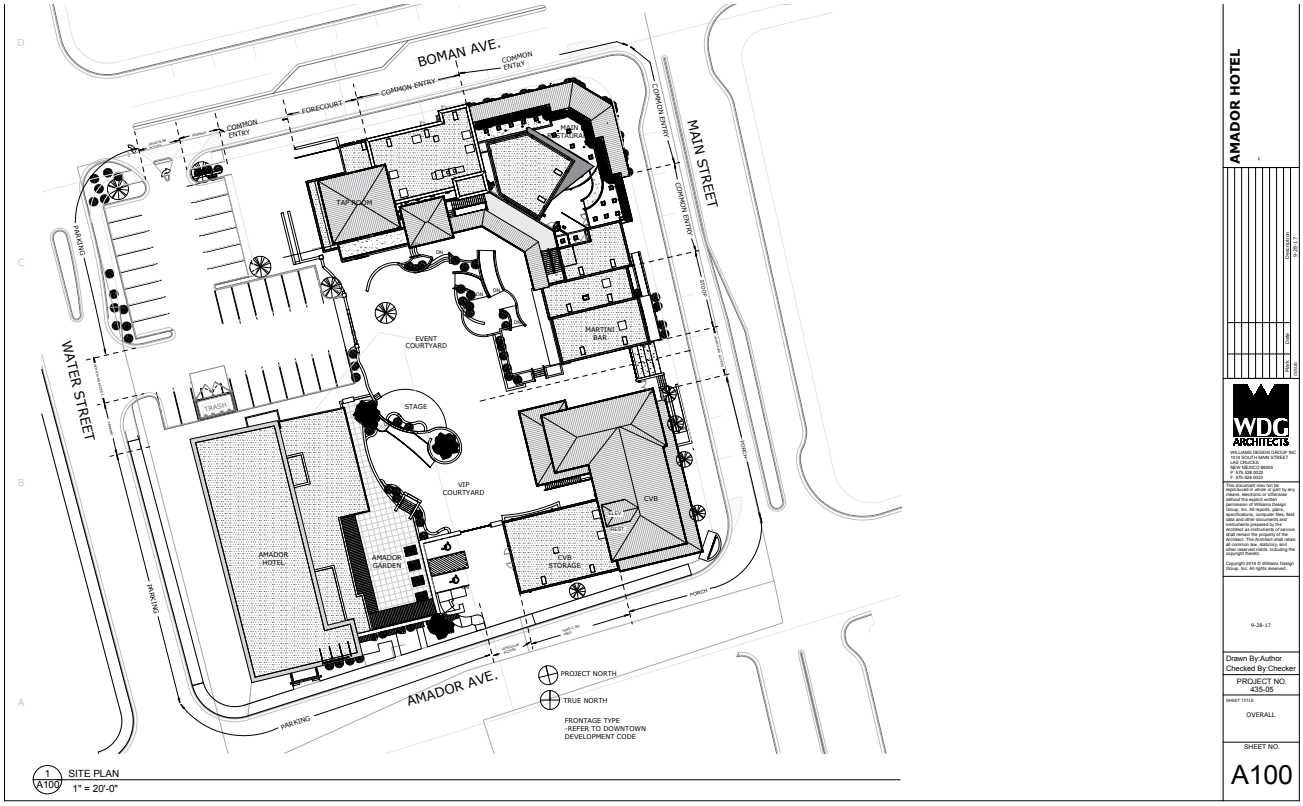


Figure 1.C.3.- 2017 site plan of Amador block showing proposed courtyard at the Amador Hotel. Courtesy WDG Architects (now Desert Peak Architects).

The historic portion of the Amador Hotel consists of an L-shaped, 2-story structure, approximately 133' long in the north-south direction along Water Street and 59' in the east-west direction parallel to West Amador Avenue. The leg of the "L" that projects to the east side on Amador Avenue is less than 20' wide, whereas that along Water Street is 45' wide. The principal façade of the Amador Hotel faces south, overlooking Amador Avenue. An impressive two-story lobby, over 24' high at its highest point, with balconies/galleries along three sides, occupies the east side of the "L" along Water Street and all historic interior spaces are accessed off this lobby. The lobby is the most significant, character-defining feature of the building. The east balcony only accesses the northeast second floor room, which was added in the 1920s, (and a more recent door to the roof) so this is a vestige of the building's early days when it was used as a theater and the balcony provided additional space for patrons to view the shows at the north end of the lobby.

The building was originally a two-story structure in the Territorial-style, featuring elegant paired wood columns at the front entryway and a second story portico balcony. Following exterior renovations in 1946 and extensive interior and exterior renovations in the 1960s, 70s, and 80s, including demolition of original single story structures and construction of additions at the east side, the Amador Hotel was transformed into a heavily-massed, asymmetrically-fenestrated, flat-roofed, Pueblo-Revival style building.

Since the demolition of the two-story bank lobby addition on the Amador Avenue façade in October 2018, the façade has regained its symmetry, although it retains the stripped-down Pueblo-Revival style. The symmetrical south façade, the evenly-spaced rhythm of windows on the west façade, and the parapet coping that endured until 1969, speak to its Territorial-style past and belie the Pueblo-Revival style make-over. The 1946 renovations appear to have spared the interior from significant changes to its original historic character and even the 1970s and later interior renovations for the bank and Dona Ana County never reflected the Pueblo-Revival style. Although exposed in 1946 at the front entry, the vigas in the first floor rooms off the lobby that likely survived from the original single-story building, appear to have never been exposed, as they would have been in a Pueblo-style or vernacular style adobe building, at least following the addition of the second story. A wealth of original historic fabric that had been completely obscured by the bank renovations has been revealed, starting with renovation work by the Amador Hotel Foundation to the first floor rooms off the Lobby, from 2011 through 2017, and continuing with the selective interior demolition projects in 2018 and 2021. The majority of important character-defining features that firmly place the building interior within the Territorial style still exists today. Although important features, such as the Lobby wainscot, have been lost, along with much of the ornate wallpaper, enough evidence exists to replicate many of these items.

Work within the last several years has removed cement-based wall plasters and dropped ceilings to uncover original gypsum, mud, and lime plasters. The carpeting has been removed to reveal the oak flooring, with ornate inlays of walnut, mahogany and maple, installed in the lobby sometime before 1934. Several concealed architectural features (including doors, windows, and nichos) have been revealed now that the gypsum board has been removed. Most of the coffered fiberboard ceilings in the south and west first floor rooms are intact, including the discovery, once the dropped ceiling was removed, of the dining room ceiling, hand-painted by Martín Amador's daughter, Corina. Large contemporary, mitered wood column panels were likely installed by Doña Ana County and were removed in 2017 to reveal the slender, hand-chamfered posts supporting the balcony in the main lobby. The chamfered wraps were most likely added with the construction of the second story. Concerns about the structural stability of these columns and their ability to support the roof and floor

loads resulted in structural upgrades in 2017. The original first floor wood columns were removed and replaced with steel and the original wood wraps reinstalled.

The grand lobby stair and the balcony railings appear to be almost identical to the earliest photographs of the building interior, and are perhaps the most dominant feature of the lobby. The painted dimensional lumber joists and decking that form the ceiling and underside of the balcony (and the ceilings of the 2nd floor guest rooms), are an unashamed display of modern machine-sawn and planed lumber only made possible by the coming of the railroad a few years before the second floor was added. This is of particular significance given Martín Amador's efforts to bring the railroad to Las Cruces.

The 2021 selective demolition removed the furring and remaining gypsum board at the lobby walls (except at the east wall), and the walls and ceilings of the second floor west and south rooms. This not only revealed remnants of the original wallpaper at the lobby but also the vertical tongue and grooved partitions between the second floor west rooms, with a wide array of different wallpaper fragments and layers. Also revealed at these rooms, were oak tongue and grooved floors, remnants of previous dropped fiberboard and batten ceilings, stretched linen-backed wallpaper ceilings,

BUILDING ELEVATIONS

SOUTH ELEVATION

NORTH ELEVATION

WEST ELEVATION (DURING 2021-22 REHABILITATION)

EAST ELEVATION

Figure 1.C.4.- Photographs of building elevations, in 2018, except the west elevation, which is currently being rehabilitated to its 1930s appearance. See, Figure 1.C.5 on page 1.C.6 for 2018 view. The frame and gypsum board wall at the east elevation has now been removed to reveal the entire east end of the historic south wing.- JSCA, 2018 and 2021

Figure 1.C.5.- Composite photograph of the west wall prior to 2021 replacement of stucco with lime plaster. JSCA 2018

and the painted dimensional lumber joists and deck. The demolition work also restored the original spacial volumes of these rooms.

Despite the unsympathetic bank additions that primarily affect the east elevation, and decades of extensive cosmetic alterations, this building retains many original features that define its late 19th and early 20th century character, using a mixture of traditional building materials and techniques and contemporary materials of the time, made possible with the arrival of the railroad, including:

- Thick, plastered, adobe walls
- An open two-story lobby with balconies on three sides, folk Victorian guardrails; and a monumental lobby stairway (installed by 1910)
- Detailed workmanship, including custom fireplace surrounds, stair, and balcony railings, 2nd floor wainscot, doors, windows, casings, and trim
- Unusual first floor windows with radiussed corner panels
- Painted dimensional lumber structure at lobby and second floor room ceilings, and at balcony soffits
- Coffered fiber board and batten ceilings at first floor rooms, including the hand-painted dining room ceiling that dates to the 1920s
- Tongue and grooved lumber room partitions spanning floor to ceiling with numerous wallpaper remnants
- Oak tongue-and-groove flooring with decorative inlays
- Vestiges of a period lighting system
- Original artwork including c1933 hand-painted wall murals, by Lillian Egerton, and the ceiling in the former dining room, painted by Corina (Amador) Campbell in the 1920s

The original scored exterior lime plaster appears to have been covered by a smooth plaster sometime between 1910 and 1920, and then with a rough-textured lime plaster in the 1930s. The faux marble etching and quoin blocks were created in 1886 and were plastered over sometime after 1925 and before 1936. Evidence collected to date indicates that the earlier portico and balcony railings were removed between April and November 1946, after Martin Campbell returned home from his WWII military service. Period photographs and remnants of historic elements provide evidence to rehabilitate or replicate the lobby skylight, period lighting, vintage signage, the wood-columned front entryway portico, missing doors and windows, and exterior lime plaster.

The following pages include photographs of typical interiors of the Lobby and balconies, first and second floor rooms, and character defining details noted above. Following the photographs are floor plans, building elevations and building sections showing conditions as of December 2021. The exception is the west elevation, where elements of the West facade rehabilitation , such as window rehabilitation and installation of exterior window trim are still in progress, but will be completed by the

end of 2022. The building sections include detailed notes regarding the building construction. These are generalized descriptions, since there is frequently inconsistency of dimensions and spacing of repetitive members and accurate as-built conditions have not been performed. The photographs on this and following pages show current views of typical spaces in the building

VIEWS OF LOBBY INTERIOR

Figure 1.C.6.- Above: Lobby looking north towards main stair. The nichos and former window above the stair landing were revealed with the 2018 and 2021 demolition work. The unpainted wood box below the balcony guardrail remains from the 1969 bank renovations and was installed to fill in the gap below the bottom rail when the guardrail was raised. JSCA 2021

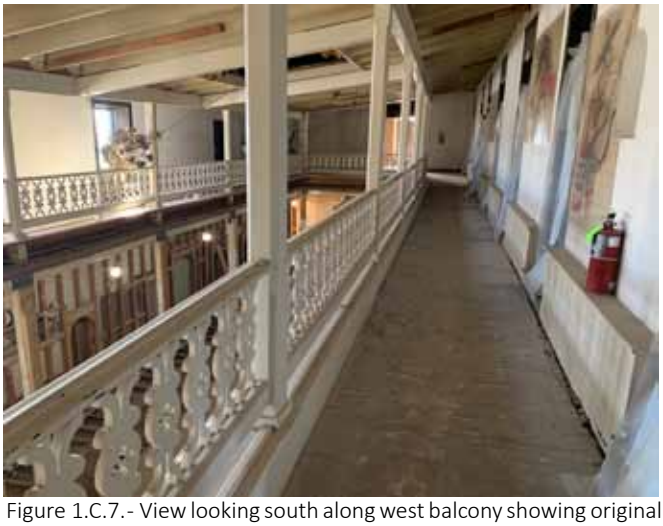


Figure 1.C.7.- View looking south along west balcony showing original bead board wainscot, ornate balusters, and pine flooring. The east and potions of the south balcony have oak flooring. Note the wood furring at 1st floor over adobe, at left of photograph, which was not removed due to structural concerns.. JSCA 2021

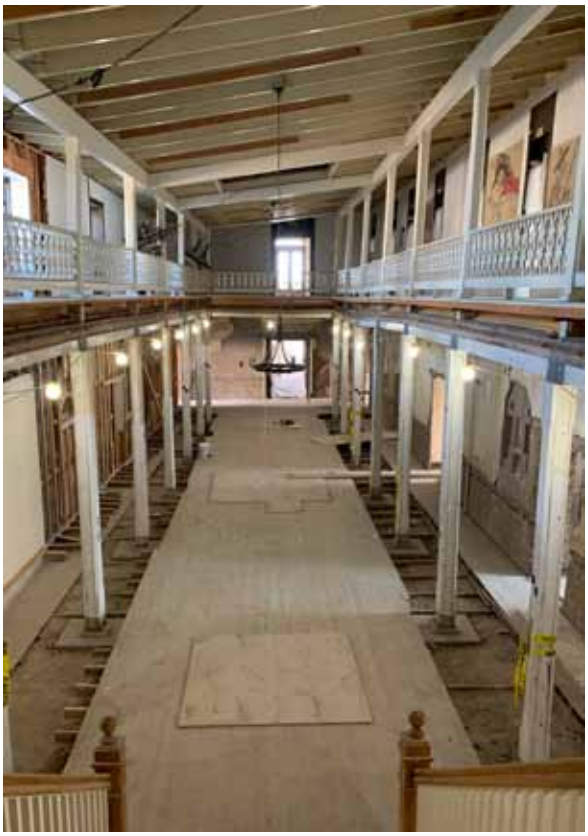


Figure 1.C.8.- Right: Main Lobby looking south towards entry from Amador Avenue and door to portico roof above. The west (right) 1st floor wall has original wallpaper that has been mostly painted over, and a recess in the adobe for a ground for former wainscot. The flooring (center and right) is the remaining second pine floor and the first pine floor (left) after the top inlaid oak floor was removed in 2021 and stored for reinstallation. Note the exposed wood framed wall at upper left at east Lobby wall, and the concrete bank vault wall below it, which replaced adobe in 1969. JSCA 2021

EXAMPLES OF 1ST FLOOR ROOMS

Figure 1.C.9.- Room 122 showing typical window. Coffered fiber board and batten ceiling removed & stored. JSCA 2021.

Figure 1.C.10.- Room 103, one of several rooms rehabilitated by the Amador Hotel Foundation between 2011 and 2017. Jean Fulton 2018

Figure 1.C.11.- Room 125 rehabilitated by the Amador Hotel Foundation with historic pressed metal ceiling. Jean Fulton 2018

Figure 1.C.12.- Room 102, Entry, rehabilitated by the Amador Hotel Foundation. Kiva fireplace and exposed vigas from the 1946 renovations. The mural may also be from that period. JSCA 2021.

Figure 1.C.13.- Room 124 rehabilitated by the Amador Hotel Foundation with new mud plastering. Jean Fulton 2018.

Figure 1.C.14.- Room 121 (also known as Natalia's Room), showing board and batten, coffered ceiling and columned screen that recalls the former front portico. Its date is unknown but predates 1969. Jean Fulton 2018.

EXAMPLES OF 2ND FLOOR ROOMS

Figure 1.C.15.- Room 202, added in the 1920s in the pueblo revival style, with exposed vigas. The coved plaster between the vigas was likely added in 1946, or possibly later. Jean Fulton 2018.

Figure 1.C.16.- Room 213 showing early olive green/brown ceiling paint color. JSCA 2021.

Figure 1.C.17.- From south balcony looking north, showing columns, balusters & painted dimensional lumber structure. JSCA 2021.

Figure 1.C.18.- Typical 2nd floor west room (Room 207) following removal of furred out ceilings and walls and contemporary floor covering revealing original painted dimensional lumber ceiling, wallpapered vertical T&G board walls, and T&G oak floor. JSCA 2021

Figure 1.C.19.- South 2nd floor room (Room 214) looking SW (left) and SE (right) following removal of contemporary walls, panelling, furring, and dropped ceiling, revealing original lime and mud plaster, window casings and trim, floor base, and sections of T&G oak flooring and pair of concealed, glazed exterior doors to former apartment. JSCA 2021

EXAMPLES OF CHARACTER-DEFINING DETAILS

Figure 1.C.20.- 2nd floor wainscot. JSCA 2021.

Figure 1.C.21.- Paneled door with glazed transom in wood cased opening with splayed jambs. Jean Fulton 2018.

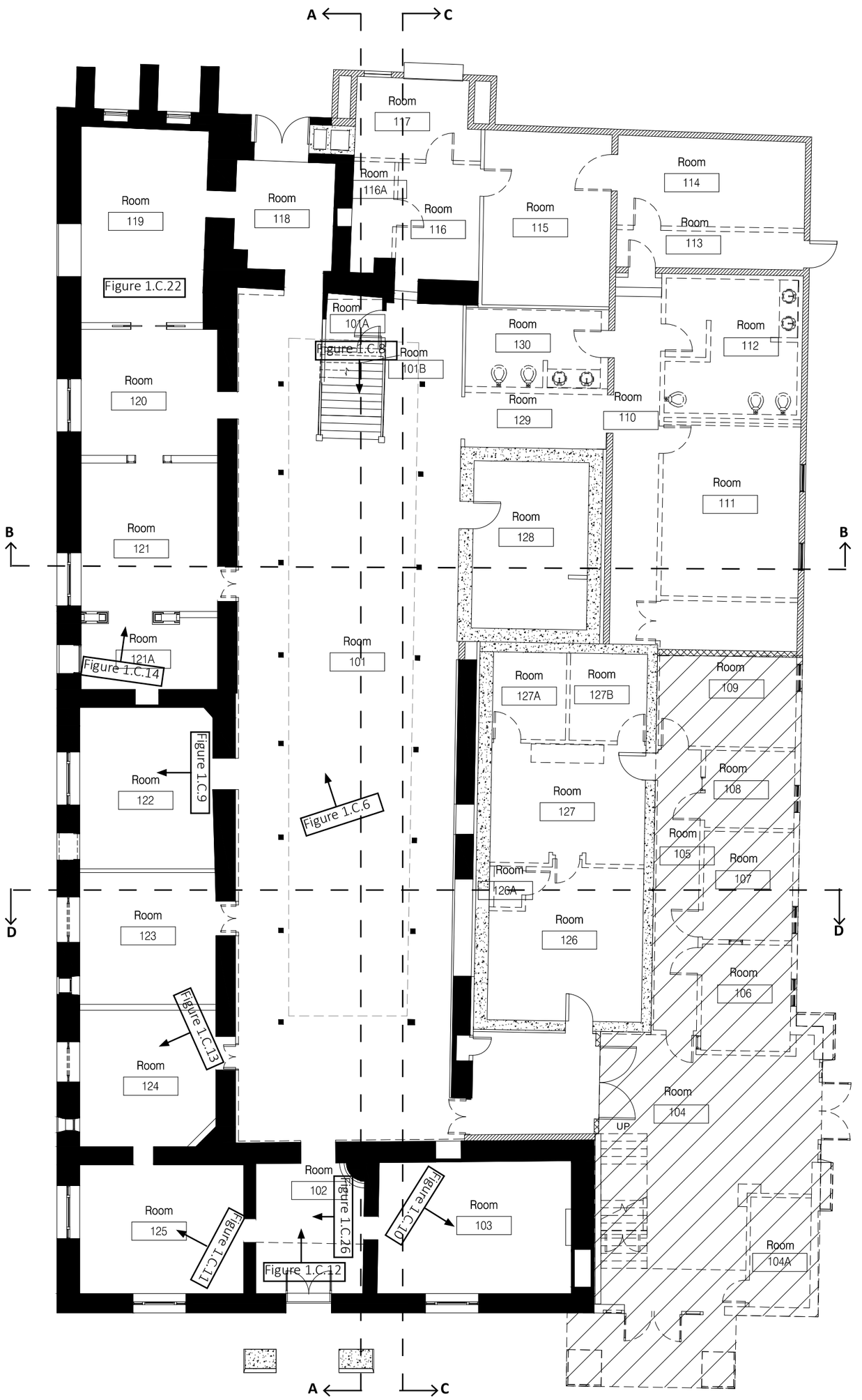
Figure 1.C.22.- Painted ceiling by Corina Amador.. Kells + Craig Architects, 2008.

Figure 1.C.23.- 1930s mural by Lillian Egerton. JSCA 2021.

Figure 1.C.24.- 2nd floor painted room names, painted by Corina Amador Campbell. JSCA 2021.

Figure 1.C.25.- Ornate balusters, balcony guardrail, newel posts and stair handrails.

Figure 1.C.26.- Hardwood inlays in oak flooring, Room 102 and Lobby. Jean Fulton 2018.



LEGEND

- ADOBE WALL
- WOOD STUD WALL
- CONCRETE WALL
- PORTIONS OF 1980s ADDITIONS DEMOLISHED IN 2018
- CMU WALL
- TEMPORARY FRAME WALL

EXISTING 1ST FLOOR PLAN

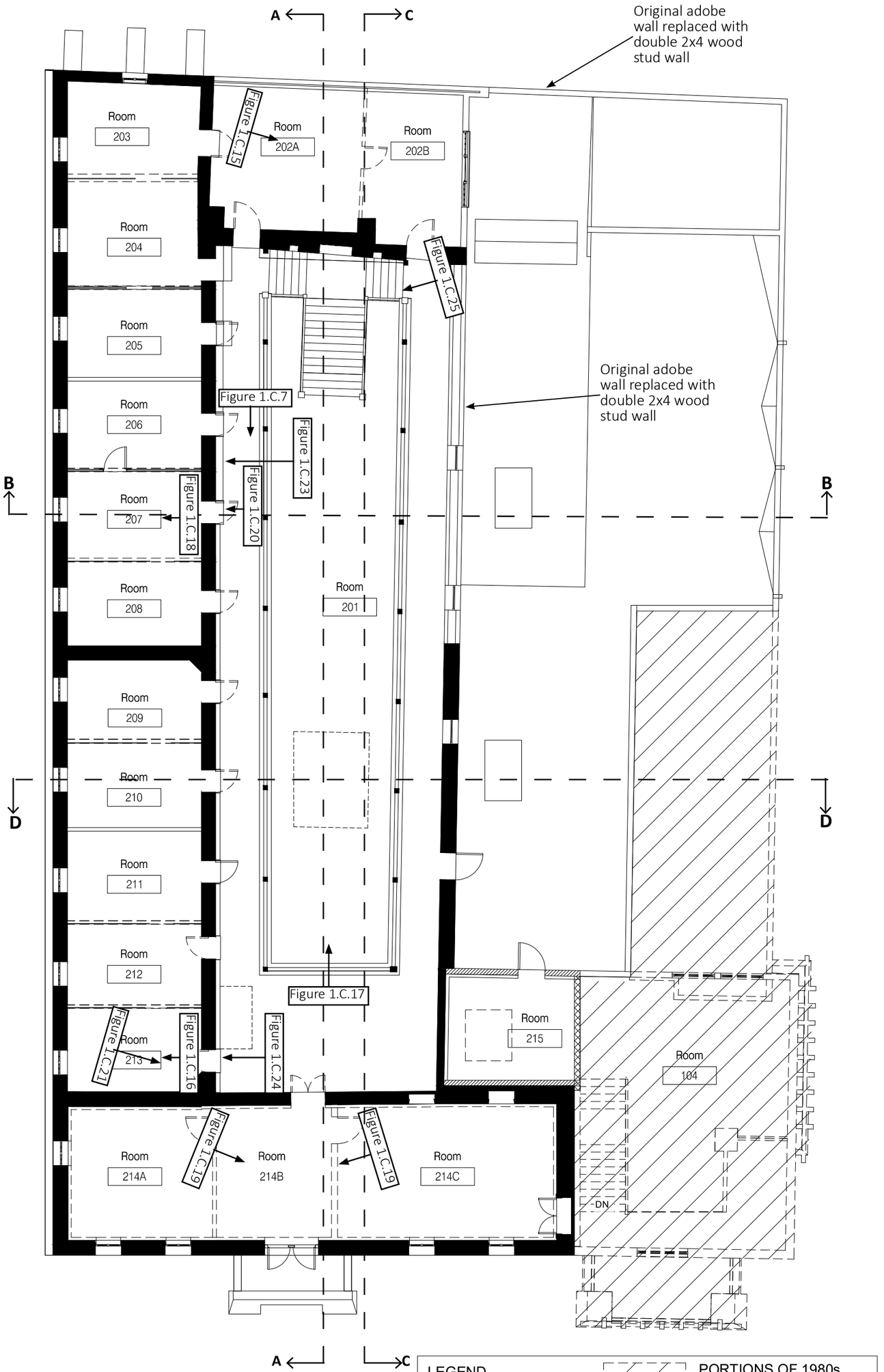
(2018 THROUGH 2021 SELECTIVE DEMOLITION SHOWN DASHED)

0' 4' 8' 16'

NORTH

Amador Hotel Historic Structure Report

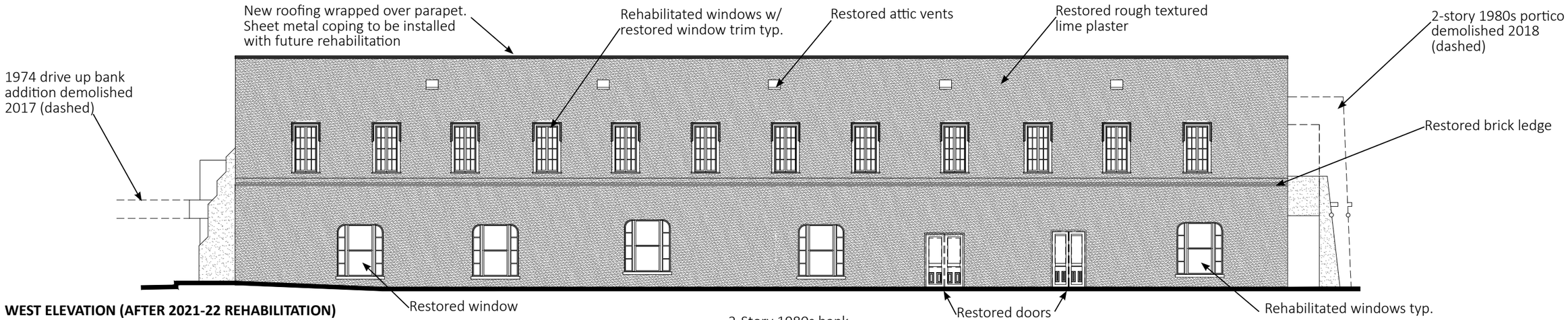
Figure 1.C.27.- Existing 1st Floor Plan- 2018-21 selective demolition shown dashed- Jonathan S. Craig Architect LLC 2022



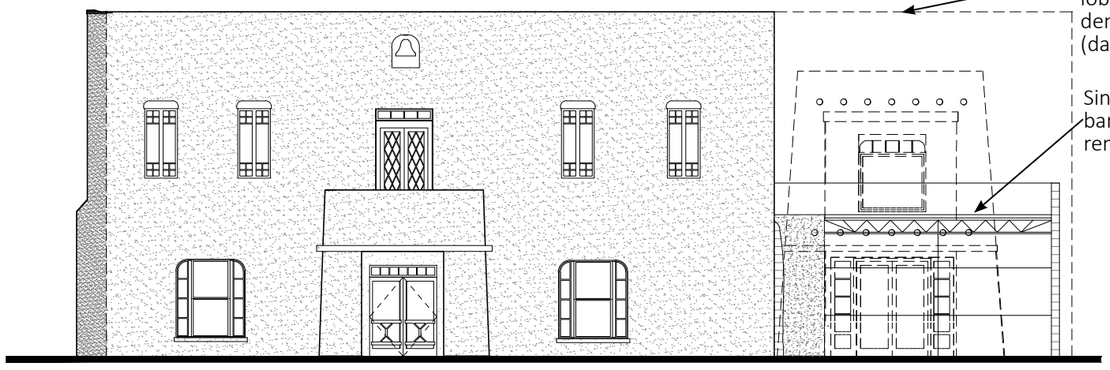
EXISTING 2ND FLOOR PLAN
(2018 THROUGH 2021 SELECTIVE DEMOLITION SHOWN DASHED)

Amador Hotel Historic Structure Report

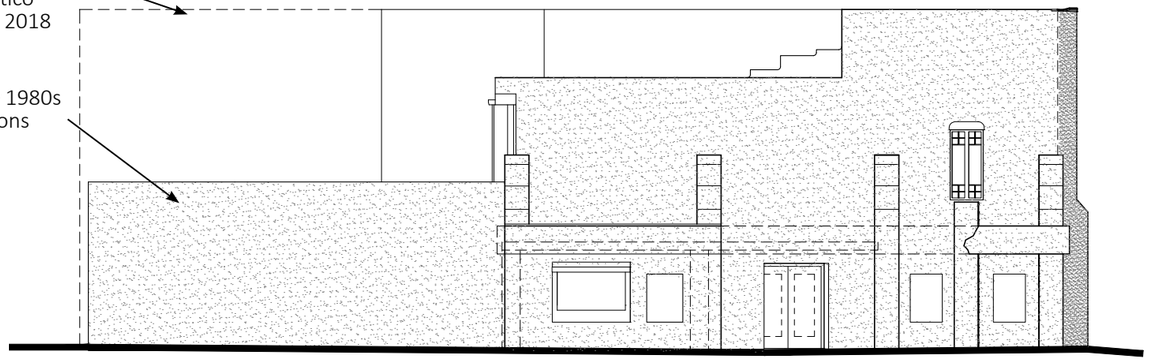
Figure 1.C.28.- Existing 2nd Floor Plan- 2018 selective demolition shown dashed-Jonathan S. Craig Architect LLC 2022



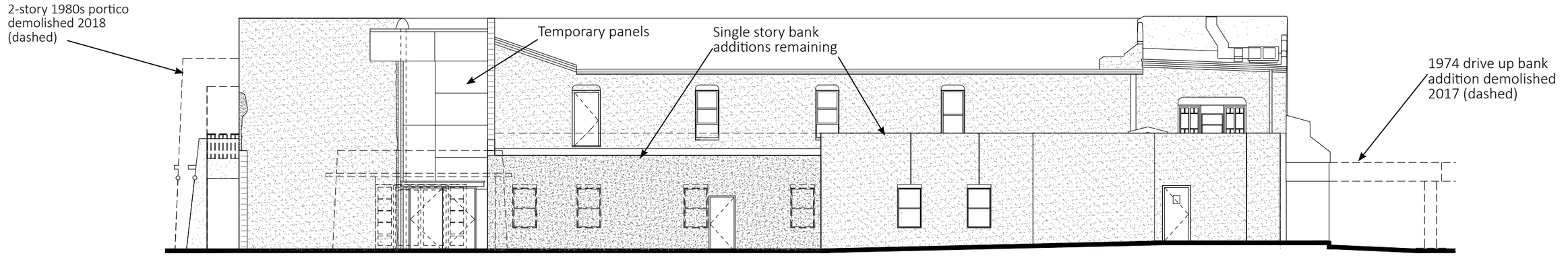
WEST ELEVATION (AFTER 2021-22 REHABILITATION)



SOUTH ELEVATION

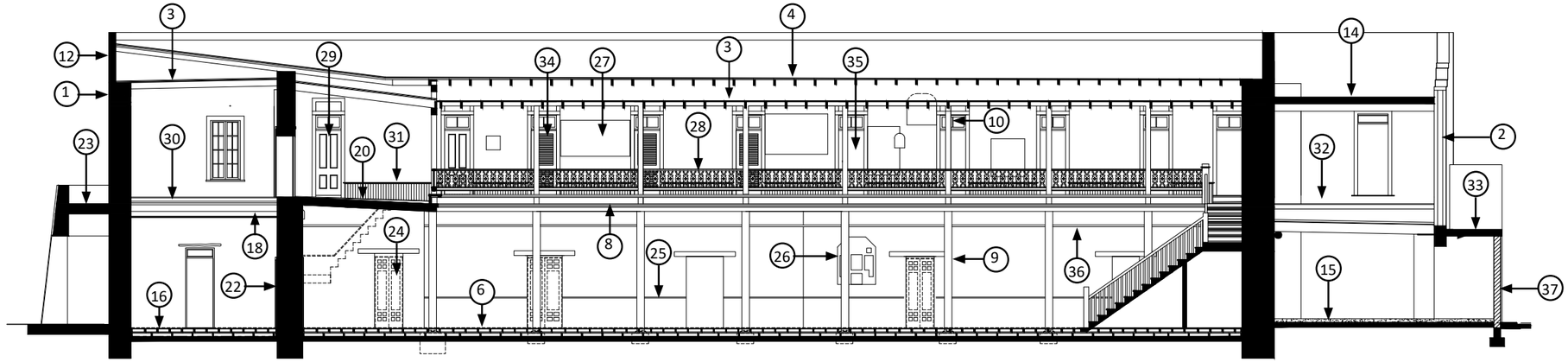


NORTH ELEVATION

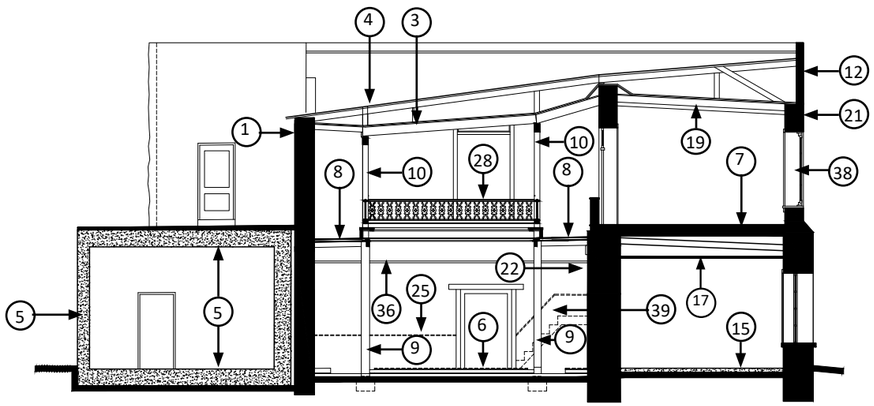


EAST ELEVATION

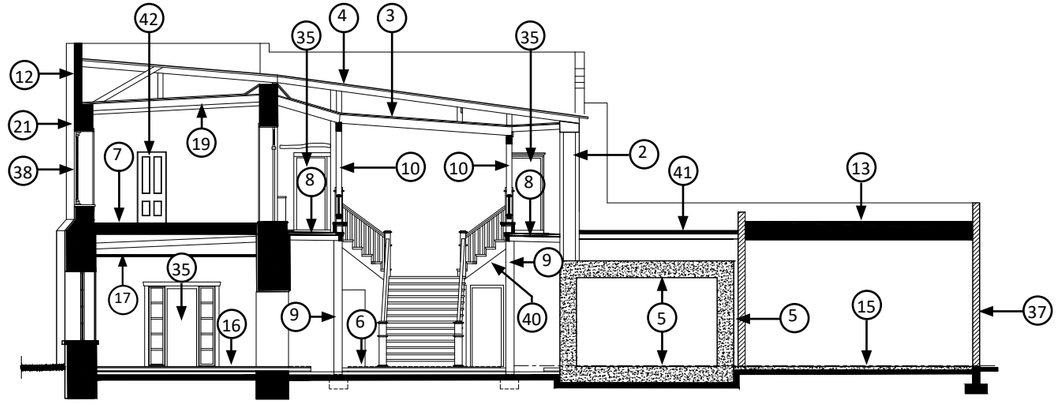
Figure 1.C.29.- Existing building elevations- 2018 selective demolition shown dashed- Jonathan S. Craig Architect LLC, 2018



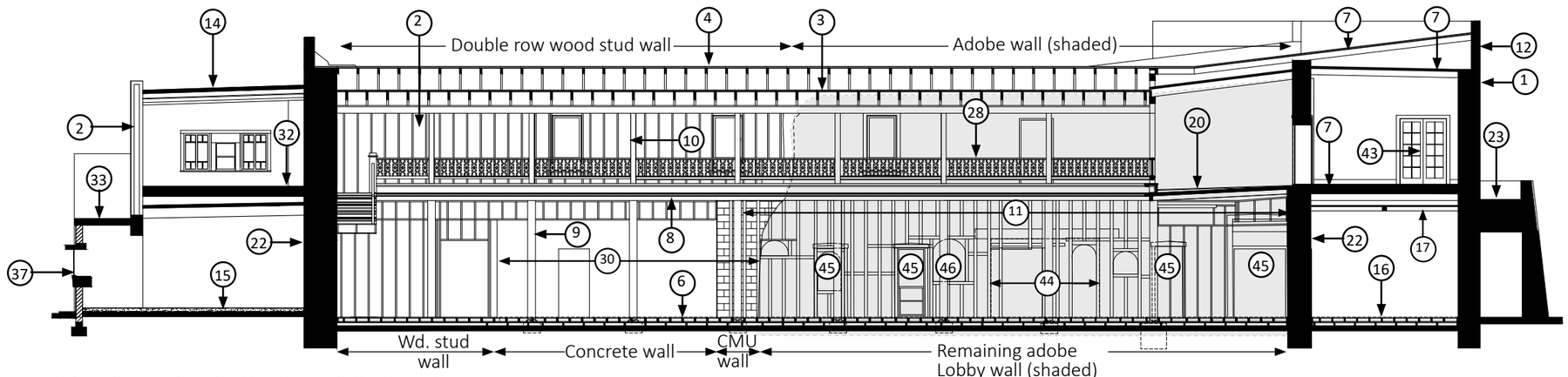
NORTH-SOUTH BUILDING SECTION A-A LOOKING WEST



EAST-WEST BUILDING SECTION D-D LOOKING SOUTH



EAST-WEST BUILDING SECTION B-B LOOKING NORTH



NORTH-SOUTH BUILDING SECTION C-C LOOKING EAST

Figure 1.C.30.- Existing building sections after 2018-2021 selective demolition- Jonathan S. Craig Architect LLC, 2018

BUILDING SECTION KEYED NOTES

1. 2-story adobe bearing wall with cement-stucco & elastomeric finished (at exterior) with interior mud, lime, gypsum & cement plaster. 1st floor adobe thickness ≈28”; 2nd floor adobe thickness approximately ≈20”.
2. Adobe replaced by double rows of 2x4 wood studs at ≈16" o.c. at north end of east lobby wall
3. Original roof/ceiling structure of bituminous felt over compacted earth on wood plank deck on 2x8 (nom.) joists at ≈24” o.c. Cream-painted at Lobby ceiling; painted blue at most 2nd floor west rooms
4. Secondary roof structure of 2x6 framing @ ≈24” o.c. installed after parapet was raised at beginning of 20th C. Built up roof on fiberboard cover board on 2 layers !" insulation over multiple layers of previous built up roofing
5. Cast-in-place concrete vault wall/ceiling/floor 18” thick except, 13" at N, S & E walls of large vault. Exterior of vault, unfinished concrete
6. 2¼" wide, tongue & grooved (T&G), rift-sawn, white oak flooring with decorative inlays (all removed in 2021 & stored for reinstallation) over previous T&G pine floor, on 2x4 wood framing at ≈24” o.c. over earlier T&G pine floor on 2x4 wood framing at ≈24” o.c. on grade. Portions of floor were removed during Citizens Bank renovations, and 2017 column replacement at Lobby
7. 2 layers oak T&G flooring on 2x4 sleepers on load-bearing vigas @ ≈24” o.c. Carpet on plywood over wood levelling shims removed in 2021
8. Balcony construction of 2¼” T&G oak flooring (3” pine at W. balcony) on ≈2x sleepers on 1x wood plank decking on 2 x 6 (nom.) joists @ ≈30” o.c. (floor slopes & was likely originally a roof)
9. 4x4 steel columns (installed 2017) replaced wood columns, at ≈10’ on center, supporting balcony, wrapped in historic 2x material chamfered at corners. Total outside dimension of columns originally approximately 9½" square. Wraps reinstalled incorrectly. Columns no longer square and do not match original dims.
10. 6 x 6 (nominal) wood columns @ approximately 10’ on center supporting roof structure
11. 1969 wood furring left in place pending structural review of balcony and east wall
12. Top approx. 5'-6" of wall 2x4 studs with single wythe adobe infill
13. Built-up bituminous cap sheet roof on rigid insulation on concrete on steel deck on steel bar joists. Structure exposed following removal of dropped ceilings in 2018
14. Built-up granulated cap-sheet roofing on plywood(?) on original 1920s corrugated metal roof on wood plank deck on 2x framing on structural vigas at ≈24” on center with coved plaster ceiling finish between exposed vigas
15. Concrete slab on grade
16. 2¼" wide, tongue & grooved (T&G), rift-sawn, white oak flooring over previous T&G pine floor, on 2x4 wood framing at ≈24” o.c. over earliest T&G pine floor on 2x4 wood framing at ≈24” o.c. on grade (except Rooms 122 & 123, concrete slab on grade). Portions of floors were removed during 2017 basal adobe repairs at west & north exterior walls
17. Suspended fiber board & batten coffered ceiling. Portions missing with vigas exposed (typical first floor rooms off Lobby, except Entry 102, Rooms 116, 118, & 125)
18. Exposed painted vigas with willow latillas (entry hall only)
19. Remnants of fiber board & batten ceiling attached to underside of joists at some west rooms & stretched wallpaper at others.
20. South balcony construction plywood/MDF over sleepers (left in place in 2021 selective demolition for safety reasons) over portions of 2¼" T & G white oak on 2x sleepers on 1x boards on 2x6 framing at ≈ 12" o.c.

(Keyed Notes continued next page)

BUILDING SECTION KEYED NOTES (Continued)

21. Same as Note 1, except exterior stucco & elastomeric finish replaced with rough-textured lime plaster, after extensive repairs to adobe in 2021 West Facade Rehabilitation
22. Interior adobe bearing walls varying in thickness from 26”-30” with mixture of mud, cement, lime & gypsum plasters & exposed adobe
23. 1946 Pueblo Revival portico that replaced a former Territorial-style portico
24. Doors from 1969 bank renovations removed & stored in 2021. Frames discarded leaving rough adobe opening
25. Groove in adobe for wood ground for former wainscot. Wainscot & ground removed in 1969
26. Nicho with multiple display recesses from mud plaster. Date of nicho not known
27. Mural (typical of 5) painted by Lillian Egerton in 1933
28. Balcony rail with folk Victorian motif balusters
29. Original 4-panel door (typ. of 2 @ Rooms 112 & 113) removed & stored in 2021
30. Mixture of 1⅞" x ⅜" T & G oak floor and plywood on former 2¼" x ¾" T&G oak floor on vigas @ ≈24” o.c.
31. Extant bead-board wainscot
32. Severely deteriorated wood T&G flooring on 2x substructure over former hay warehouse roof of mud over felt over wood boards on 2x12 (nom.) framing
33. Remaining 1969 drive-up teller station
34. Remaining 3 1946(?) louver doors removed & stored in 2021
35. Contemporary flush doors removed & disposed of in remaining 2nd floor door openings
36. Evidence of picture rail anchorage
37. Cement plastered elastomeric finished concrete masonry unit wall
38. Windows rehabilitated as part of 2021-22 West Facade Rehabilitation
39. Outline of stair & wainscot (removed 1969)
40. Approximately 12" long remnant of picture rail
41. Roof structure of asphalt cap sheet built-up roofing over insulation over 2x6s @ 24" o.c.
42. Original 4-panel door found under furred out gypsum board between Rooms 106 & 107. Left in place
43. Pair of doors and screen doors to former 2nd floor apartment. Blocked with stucco at exterior

1.D. EVALUATION OF SIGNIFICANCE

i. Statement of Significance

a. Period of Significance -1885 – 1969

Although several sources date the construction of the original one-story building to 1866 or even earlier, research for this HSR indicates that a (~56' x ~138') sun-dried mud (adobe) brick structure featuring an interior courtyard was built at the northeast corner of Amador Avenue and Water Street sometime during the late 1870s or **1880s**, after a devastating flood (that made the national newspapers) ravaged the City's downtown in September **1875**. It was probably built in several phases. In **1878**, as Martín Amador's freighting business prospered and his family grew, he built a new family home (no longer extant) across Water Street. There is some evidence to suggest that Amador's freighters and other temporary boarders occupied what would eventually become the Amador Hotel several years before the railroad first arrived in Las Cruces in April **1881**. Although the construction date of the original single-story building is not known, two period Rio Grande Republican newspaper articles confirm that a second story was added in **1885**, and that the plaster was etched and painted at the corners to mimic cut stone in **1886**. The exterior courtyard was enclosed to serve as a double-height lobby to hotel guest rooms and a theatre and opera house.

Much of the physical structure that exists today dates from 1885, which marked its first documented use as a hotel that lasted for more than 80 years, until 1968. Thus **1885** should be considered the beginning of its Period of Significance. The building remained in the ownership of Martín Amador's descendants, starting with Corina (Amador) and Frank Campbell in **1907**, and passing to their son and daughter-in-law, Martin and Laura Campbell, from **1946** through 1966. It continued operation as a hotel and social center in Las Cruces during this period and for the next two years under new owners who ultimately defaulted on their financial obligations, forcing the Campbells purchased it back in **1968**. Unable to revive the property as a hotel it was deeded to Citizens Bank in **1969**, the same year it was listed on the New Mexico State Register of Cultural Properties.

Although the faux cut-stone plasterwork had all but disappeared by the end of the 1920s, being replaced by a rough-textured lime plaster, and the 1946 replacement of the Territorial-style portico on Amador Avenue with a new Pueblo-Revival style portico changed the appearance of the front facade, little else changed in the overall appearance of the building on the interior and exterior, until the renovations and additions by Citizens Bank, starting in **1970**. The 2-story lobby, the overall massing of the building, with its regular window pattern, characteristic window trim, and pressed metal parapet cap, all endured until 1969. The context of the building was radically changed during the 1960s with the decline of downtown Las Cruces and the advent of Urban Renewal. This was further impacted by routing the acequia underground and the resulting loss of rich vegetation associated with it. Despite these changed circumstances, the end of the Period of Significance can be considered **1969**, when the building no longer functioned as a hotel.

The appropriate time within the Period of Significance that should be reflected in a potential rehabilitation of the Amador Hotel is discussed in Part 2 of this HSR, under Section 2A.- Historic Preservation Standards and Treatment Recommendations.

ii. Integrity and Character-Defining Elements

The changes to the Amador Hotel building that occurred after 1969, included large additions at the east side that changed its historic massing, removed elements at the exterior that defined its Territorial-style character,

covered most interior finishes at the interior of the historic building with wood furring and gypsum board, and installed modern dropped ceilings, soffits, lighting, and conditioning systems. These changes radically changed the exterior and obscured the historic volumes and details of the original building interior. Until selective demolition operations were completed in 2021, it was not clear how much integrity the building possessed. It has now been revealed that a significant amount of its historic integrity and its character-defining features remain.

Based on extensive archival research into the Amador family papers, period newspaper articles, and historic photographs, a detailed chronology of the building's architectural evolution through time, described in a previous section, has verified elusive dates regarding the building's architectural and cultural history. The results of this research provide enough evidence to accurately rehabilitate the hotel's defining characteristic features, and to authentically replicate those essential character-defining features that have been significantly damaged or lost over the intervening decades. Extant character-defining features include:

- The original exterior massing of the building following demolition of portions of the 1980s east additions (similar to photographs from the 1880s-90s but reflecting the major changes to the facades between 1908 and 1913 as shown in a ca. 1915 photograph)
- First story arched windows (by ca 1910, likely at the same time the parapets were raised)
- Second-story south and possibly north elevation windows (ca 1925, certainly by late 1930s)
- Second-story west windows, evident in a 1936 photograph (these replaced the double-hung windows present in the 1920s and before.)
- The original two-story lobby with galleries on three sides (shown in the earliest Sanborn Map of 1893 and subsequent 20th century photographs)
- Rooms flanking the lobby on the south and west sides on both floors. (These rooms appear to be unchanged in their dimensions and volumes, except for the south second floor room which appears to have originally been three rooms)
- Grand north Lobby staircase and handrails (by 1910)
- Hand-chamfered column wraps
- Exposed, painted, dimensional lumber ceilings and soffits and floor framing (by 1905)
- Early oak tongue-and-groove flooring (by 1935), including decorative inlays at the Lobby, (now in storage awaiting reinstallation following restructuring of the floor supports)
- Significant areas of coffered, fiberboard and batten ceilings (by the 1920s when Corina Amador painted the Dining Room)
- Pressed metal ceiling in room to west of the main entry (appears to date from at least the early 20th century)
- 2nd floor balcony wainscot and evidence of similar wainscot at first floor of the lobby
- Distinctive wallpaper samples
- Original interior window casings and trim
- Some original interior 4- and 5-panel doors.
- 2nd floor door frames, casings, and transoms
- Early wall nichos (small alcoves)
- Finished mud-plastering
- A hand-painted ceiling in Room 119 and wall murals at second floor west balcony (from the 1920s and 1930s respectively)
- Original trim remnants

Missing character-defining features that defined the building's Territorial-style, which could be accurately replicated based on historic photographs and remaining fragments include:

- Territorial style portico (removed in 1946 and replaced with one in the Pueblo-Revival style)
- Exterior "hooded" wood window and door trim (removed in 1969-70)Pressed metal parapet coping (removed in 1969-70 but visible in numerous historic photographs)
- First floor wainscot (evident in numerous historic photographs and similar in construction to the extant wainscot at the 2nd floor)
- Picture rail at lobby (a small remnant exists)
- Crown moldings at balcony edges (visible in numerous historic photographs and in a paint "shadow" at the northeast corner of the lobby)
- Potentially the roof monitor (visible in 1905-1910 interior photograph and in a 1960s aerial view postcard)

iii. Eligibility for Nomination to The National Register of Historic Places

a. Overview

Nominations to National Register submitted in 1970 and a subsequent 2014 draft nomination, prepared on behalf of the Amador Hotel Foundation, were rejected by the New Mexico Historic Preservation Division based on the extensive changes that occurred in the 1970s and later, which suggested that the original building may have been reconstructed and that too much of it had been lost to claim historic integrity. The 2014 review recommended the preparation of an Historic Structure Report to determine if more original structure and character-defining elements existed than were visible at the time.

A series of intrusive investigations, selective demolition, and emergency rehabilitation of the west facade, conducted since the 2014 nomination was submitted, confirms that – with the exception of portions of original adobe walls at the east and north elevations, and the single story adobe structures at the east side that were lost during the Bank renovations - the remaining adobe walls, floor systems, ceiling, and roof support systems of the primary historic structure remain intact. As described in the previous section, the investigations also reveal that most of the historic architectural elements also remain intact (including lobby stairs and handrails, hand-chamfered column wraps, the Folk Victorian balcony balustrade, trim details, a few early doors, and most of the early windows). Decorative embellishments (hand-painted dining room ceiling, period wallpapers, original wall murals, the pressed metal parlor ceiling), remnants of original interior gypsum plaster, and patches of exterior lime plaster were also discovered. The results of these investigations and selective demolition operations are included in this Historic Structure Report and document the extensiveness of original fabric that exists. It is believed that both the integrity of the structure, evidenced by the extensiveness of surviving historic fabric and character-defining features, and the building's unique form, that does not appear to be replicated in any other structure in the state, make it an excellent candidate for inclusion on the National Register of Historic Places.

The Amador Hotel is eligible for inclusion in the National Register at the **local**, **state**, and **national** levels. As subsequent sections will demonstrate in detail, the Amador Hotel is eligible under **Criterion A** for its association with trade and commerce, and the early development of Las Cruces. The Amador Hotel is also eligible for inclusion under **Criterion C** for its Territorial design, Folk Victorian building materials, workmanship, and changes through time that reflect the local context. Despite numerous contemporary additions and concealments, the original late 19th- and early 20th-century building remains largely undamaged and those that have been lost can be authentically replicated.

b. Criterion A

Serving for decades as a cross-cultural social center for the Las Cruces community and surrounding

region, the Amador Hotel is eligible under **Criterion A** for its association with commerce, transportation, recreation/entertainment, and the early settlement and development of Las Cruces. It is also associated with a number of local and national events that led to its construction. Martín Amador's prescient realization that his successful freighting business that plied the El Camino Real de Tierra Adentro, from the Midwest to Ciudad Chihuahua, would need to respond to the coming of the railroad did not dissuade him from encouraging the location of the railroad through Las Cruces. This led to Las Cruces replacing Mesilla as the most important community in the southern New Mexico Territory between Texas and California. Accordingly, Martín Amador transitioned his long-haul freighting business to a local and regional transfer company. The railroad also brought more tourists and recreational visitors from local, regional and national locations, for whom the journey was safer and less arduous than the previous overland stages (especially following the suppression of Apache raids). This provided the opportunity for Martín Amador's transfer company to also transport passengers from the railroad depots and provide them a place of relative luxury and safety to stay, accommodations that at the time were in limited supply. Initially it appears that many of these travellers were business people and others, who needed longer term accommodation, which was likely also in short supply as the area boomed with the region's expanding agricultural and mining operations.

While Martín Amador was evidently a shrewd businessman and entrepreneur (including becoming an inventor of more efficient agricultural equipment), he was also pivotal in guiding the City of Las Cruces' transformation from a rough-and-tumble frontier town to a more stable and pivotal community in the southern New Mexico Territory. Although this would clearly benefit his various business ventures, his modest upbringing and lack of formal schooling, first in El Paso del Norte (now Ciudad Juarez) and later in Doña Ana, in the New Mexico Territory, instilled in him a strong belief in the importance of education for the population as a whole, who by and large endured a subsistence existence, lacked formal education, and were unable to read and write either Spanish or English. This put them at a significant disadvantage in reaping the potential benefits that could be derived from the young and still-evolving United States Territory, which he had experienced, and that he witnessed on his travels throughout the Untied States. By the time the Amador Hotel opened in 1885, Martín Amador had been instrumental in setting up the first police department in the city, had been appointed to the 1876 Centennial Oversight Committee, appointed to the Road Commission, elected Doña Ana County Treasurer, and had been elected to the school board, among other appointments.

Prior to adding the second floor and opening the hotel at his property at the northeast corner of Amador Avenue and Water Street Martín Amador renovated the single-story building for use as the Dona Ana County courthouse after it moved from Mesilla and while the permanent courthouse was under construction. Newspaper accounts at the time also described the building as a "town hall". Once the hotel opened he turned the main lobby into a public theater and "opera house". Throughout the rest of his life he continued to promote civic and cultural events at his hotel and other locations.

Perhaps Martín Amador's most significant contribution to the development of the Territory was his appearance in 1902, a year before his death, before the United States Senate Committee considering statehood for the Territory, as the only Hispanic from the southern part of the Territory to do so. He controversially testified that he believed the residents of the Territory were not ready for statehood because they lacked the education to fully participate in a democracy, and predicted that they would be ready to do so in ten years. This put him at odds with most of his fellow business leaders who

strongly supported statehood and from whom he was effectively ostracized. With his usual foresight, Martín Amador was proven right when statehood was grated in 1912, after more than 60 years as a U.S. Territory.

After Martin Amador's death and the hotel transferred to his daughter Corina, the railroad was gradually supplanted by the private automobile for recreational and business travel. Throughout Corina and her husband, Frank Campbell's ownership and the subsequent ownership of their son Martin Campbell and his wife Laurie, up to its closing in 1968, the hotel had to continually adapt to changes in leisure and business travel. For instance, during and after the Second World War, guests included a large influx of military personnel in the area and scientists involved in the Manhattan project. In addition to the decline of downtown Las Cruces in the 1960s, it was likely travellers' change in preference for gracious historic hotels to inexpensive and convenient motels ,with more modern facilities, that led to the Amador's eventual closure.

c. Criterion C

The Amador Hotel is eligible under **Criterion C** for its traditional (pre-railroad) materials and workmanship, and its distinctive stylistic evolutions; the Amador Hotel is southern New Mexico's rare and prime example of a two-story adobe commercial building. Its form also appears to be unique in the entire state. Currently vacant, a grassroots effort to restore and adaptively re-use the building is underway. This effort started with the transfer of the building to the City of Las Cruces from Dona Ana County in 2007 and has involved numerous local residents and others involved in the field of historic preservation.

Late in the 19th-century, the single-story adobe building was transformed into a popular and stylish 2-story hotel that doubled as a hub of community activity and entertainment. As architectural fashions ebbed and flowed, the etched lime plaster, wrap-around exterior wood balconies, and graceful front portico were removed or deteriorated and were replaced with one in the Pueblo-Revival style. Despite various renovation efforts to renew its appearance, the building fell into decline. In 1970 the architecturally sophisticated downtown landmark was transformed at the exterior from being a Territorial jewel into an urbanized Pueblo Revival-style box, as part of its transformation to a bank and later offices for Dona Ana County.

The long-standing tradition of interweaving different cultural styles into a building's public persona is itself significant and modifications meant to modernize, or to acknowledge different aspects of New Mexico's varied ethnic history, become important themselves. However, the replacement of the portico and alterations that occurred from 1970 onward changed, eliminated, or covered up many of its character defining features. Fortunately, despite these extensive alterations to the original 19th-century Territorial design and workmanship, the basic structure and many of these distinctive features that characterize the Amador Hotel's late 19th and early- to mid-20th century heyday, remain intact, as described under "Integrity and Character-Defining Elements" above.

d. Summary

The Amador Hotel has achieved historic significance at the local, state, and national levels under Criterion A and Criterion C. The Amador Hotel maintains a strong feeling and association with a bygone era of gracious dining, comfortable accommodations, transportation to and from the passenger train, and popular regional entertainment. Although much in the way of design, materials, and workmanship was obscured by the application of contemporary materials, these elements have now been revealed following several phases of selective demolition. Missing elements can be reintroduced using historic photographs and remnants of wallpaper, wood trim, and other evidence recovered during the selective demolition phases. This singular

city landmark provides a unique opportunity for an authentic, community-rooted, municipal rehabilitation and successful adaptive re-use.

Current research indicates that returning the building back to the way it looked after the construction of the north Lobby stairs (c1910) and before the replacement of the Territorial-style with the Pueblo Revival-style portico (1945) will capture the most salient architectural features of the Amador Hotel during its vibrant heyday.

Rehabilitating the exterior to its pre-1930s appearance, with the etched lime plaster, to mimic cut marble, and faux corner quoin blocks (1886 – c1920), would restore some of the most striking features of the exterior of the early hotel. However, the New Mexico Historic Preservation Division, in its review of the proposed West Façade Rehabilitation, determined that restoring the early plaster detailing would require replacement of the current second-floor windows with double-hung replicas of those present up to the 1920s, since the current windows were not contemporaneous with the decorative plaster work. The fifteen inward-swinging casement windows at the second floor were installed after the decorative plaster was no longer in existence, but have achieved significance in their own right as part of changes to the hotel that occurred during the Period of Significance. They did not change its Territorial-style appearance and were not part of the more extensive stylistic changes that occurred during the 1946 renovations and later. The 2021-22 rehabilitation of the west façade was thus predicated on its appearance in the 1930s and was approved by HPD.

- Restoration of the exterior “hooded” trim at the second-floor windows and the front entry door (c1910s-1945)
- Restoration of the pressed metal parapet coping (c1905-1945)
- Restoration of the neon “Hotel Amador” sign (1930s-1940s) at the SE corner, which pre-dates the neon “Amador Hotel” sign at the roofline center, installed post 1946

The selection of a c1910-1945 architectural Period of Significance, and the more focused period of c1930-1945 for the exterior, to guide the upcoming preservation and rehabilitation work, captures many of the salient Territorial features that originated during Martín Amador’s tenure and that were maintained by his youngest daughter, Corina Amador and her husband Frank Campbell before the building was radically transformed in 1946. The current collaboration between the City of Las Cruces, the non-profit Amador Hotel Foundation, the NM Historic Preservation Division, and other engaged partners can result in the transformation of the historic Amador Hotel to its former Territorial-character, and will encourage the building’s adaptive re-use as a vibrant community hub.

1.E. CONDITIONS ASSESSMENT

i. Methodology

Field condition assessments were primarily conducted by Jean Fulton, with assistance from Jonathan Craig for specific elements, such as roofing, and other exterior construction. Jonathan Craig undertook the roofing assessment, documented the construction systems, and provided summaries of the overall condition of each type of element and finish. Detailed data on conditions for doors, windows and room finishes were recorded on schedules, created in Microsoft Excel. The schedules for Doors and Windows have been supplemented with photographs directly on the schedules for easier reference. Due to the amount of data and the large format of the schedules they are included in this report as appendices. Numerous photographs were taken by both Jean Fulton and Jonathan Craig to supplement the schedules and this narrative. The structural, mechanical, plumbing and electrical engineering assessments were undertaken by Michael Stubbs of Stubbs Engineering, for structural, and Robert Beasley and Roger Morris of RBM Engineering for HVAC/plumbing and electrical systems respectively. Both firms were retained by the City of Las Cruces under a separate contract. The assessments of mechanical and electrical systems were undertaken before most of the selective demolition work, which removed almost all of the systems. All systems that were removed post-dated 1969.

ii. Section Introduction

This section provides a detailed description of the current configuration and condition of all building elements. Reference is also made throughout the section to evidence of historic elements that can be cross-referenced to the discussions in the Chronology of Development and Use chapter, Section 1.B.

The conditions narratives in this section were developed by Jonathan Craig from the schedules, field visits and photographic evidence in collaboration with Jean Fulton and the consulting engineers. The section begins with an updated summary of the investigation work and threats identified in a 2008 Conditions Assessment by Jean Fulton, then with Cornerstones Community Partnerships, under a contract with the City of Las Cruces. The summary takes into account new information gathered from the recent selective demolition and work undertaken in selected areas by the Amador Foundation since 2008. The updated summary is authored by Jean Fulton and edited by Jonathan Craig. Following that are more detailed descriptions of the current condition of each system and element.

In general, the narrative for each element consists of three parts; General, which describes the methodology and limitations of the field work; Findings, which provides a detailed description of current conditions; and Conclusions and Preliminary Recommendations. Final recommendations for treatment of most historic elements are included in Part 2 of the report.

The narrative and the schedules use the room numbering convention included in the 2009 Historic Amador Hotel Reuse Study, which was based on actual room number signage present when the city acquired the building. Door numbers use a numeric notation, whereas windows are identified by an alphabetic designation.

The key plans in this section provide a reference for all room, door and window designations. The key plans use the same plan bases included in the Physical Description section of this report, showing the post 1969 work that has been demolished with portions of the 1978 additions dashed. In general, only interior architectural building elements in portions of the building that existed prior to 1969 have been assessed in this section.

iii. Updated Summary of Cornerstones Community Partnerships' 2008 Conditions Assessment

Starting in 2007, investigations performed by Jean Fulton, with Cornerstones Community Partnerships, included an extensive examination of the Amador Hotel building (including intrusive foundation, floor, wall, roof support, and ceiling investigations) that identified serious threats to the building and confirmed the presence of intact original materials and workmanship. Long-term vacancy (which inevitably leads to neglect); poor site drainage, prolonged moisture entrapment due to the application of impermeable plasters; wood rot, and deteriorated protective coatings, including peeled paint, cracked and spalled plaster, and failed glazing and caulk were documented.

In addition to identifying hazards to the building, the original series of intrusive investigations documented original construction materials and methods, and gauged levels of deterioration. Nearly a dozen moisture tests revealed low levels of moisture within the walls. Although areas of wood rot were discovered, no evidence of termites or other wood-destroying insects was noted. Recent follow-up fieldwork confirms that the overall condition of the building remains sound despite the noted problems and concerns. The haphazard replacement of the original adobe and the modifications to the floor and roof elements at the north and east elevations of the historic building are cause for concern

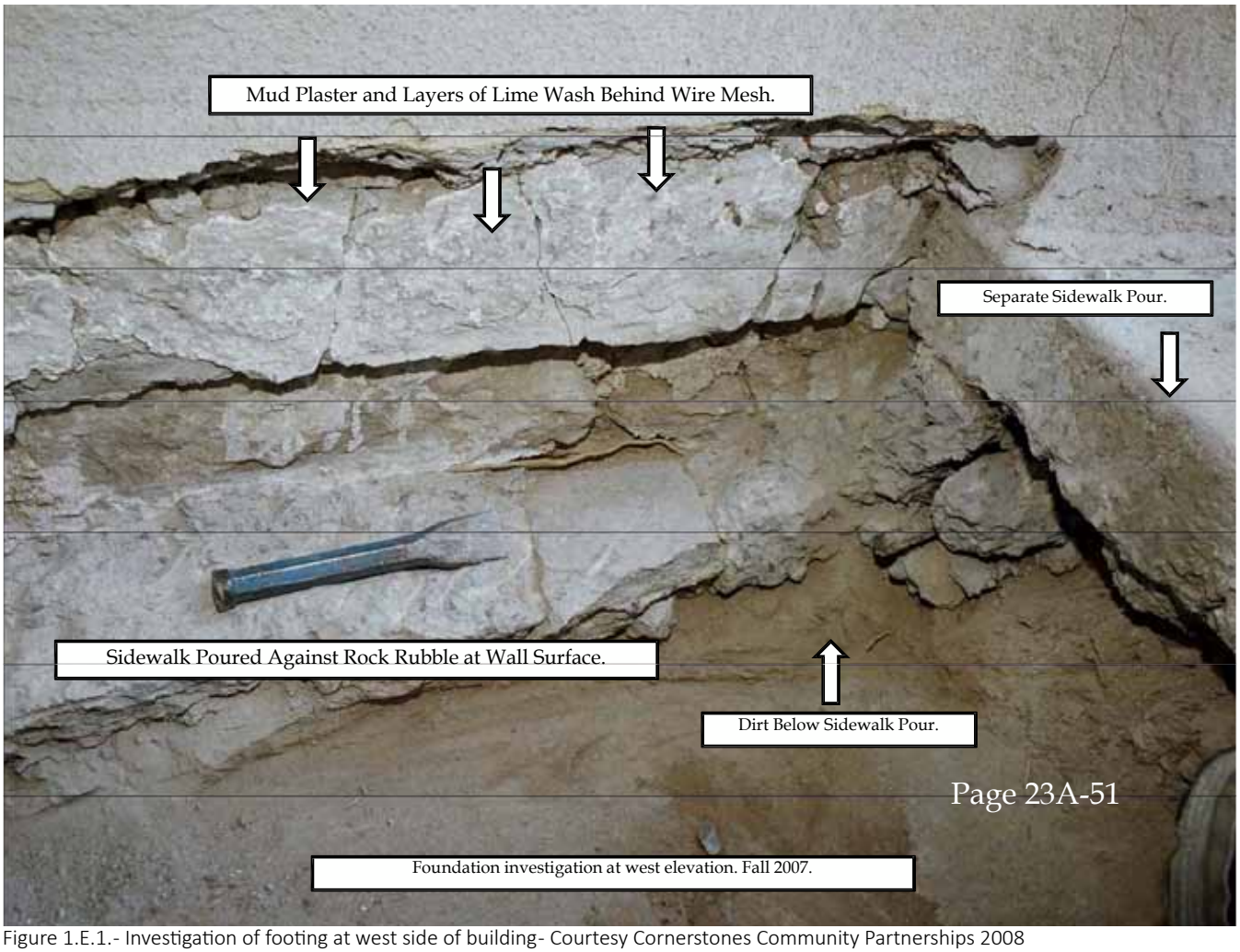


Figure 1.E.1.- Investigation of footing at west side of building- Courtesy Cornerstones Community Partnerships 2008

and are discussed more fully later in this section. The following results of the intrusive investigation verify the retention of all aspects of the building's historic integrity. The following summary also serves as a record of current conditions as rehabilitation efforts are implemented.

A foundation investigation at the exterior west wall necessitated the removal of a section of sidewalk at this location. The investigation confirmed that the west wall has suffered the most moisture entrapment over the years, due to long-term irrigation and poor site drainage. An investigation at the base of the west wall below the sidewalk revealed important information:

Although eye-witnesses to earlier work on the building testify that they remember seeing a rock foundation and/or a wood sill, no evidence of a foundation was encountered during the course of the 2008 Conditions Assessment. The sun-dried bricks (adobes) appeared to sit directly on grade. (However, during the 2021 rehabilitation work at the west wall an approximately 12" deep rock foundation was encountered along the entire length of the wall and is discussed later in this section.)

Both mud and lime plasters were documented underneath the contemporary elastomeric plaster. Samples of each were collected to determine original 'recipes' and proportions. One soft-fired brick was discovered underneath the sidewalk, suggesting that the concrete may replace an earlier brick walk (or it is a remnant of the former brick ledge that occurred at the transition in the wall plane at the second floor). With the exception of the single brick, no additional cultural materials (artifacts) were encountered. Although there are repeated verbal and written allusions to the fact that a foundation was retrofitted underneath the adobe walls, several intrusive investigations in 2008 failed to confirm the presence of any construction other than adobe bricks laid directly on grade.

There was some speculation that the bulge or flare at the west wall second story was the result of sagging or failing adobe. An investigation at the flare and photographic evidence reveals that the bulge is actually a remnant from the second-story balcony that was removed late in the 19th-century. The bulge is the result of the first floor adobes slightly protruding beyond the plane of the wall, where the former balcony was removed. Boards of varying size and thickness have been placed on the flat as nailers for the wire plaster mesh. Wadded roofing felt is used to fill the void (4"– 10") between the elastomeric plaster and the original adobe wall. The original (scored lime) plaster has been removed at this location.

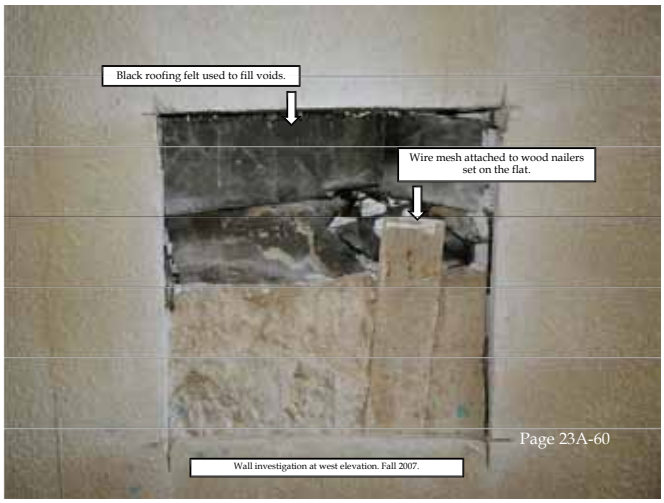


Figure 1.E.2.- Investigation of west exterior wall - Courtesy Cornerstones Community Partnerships 2008

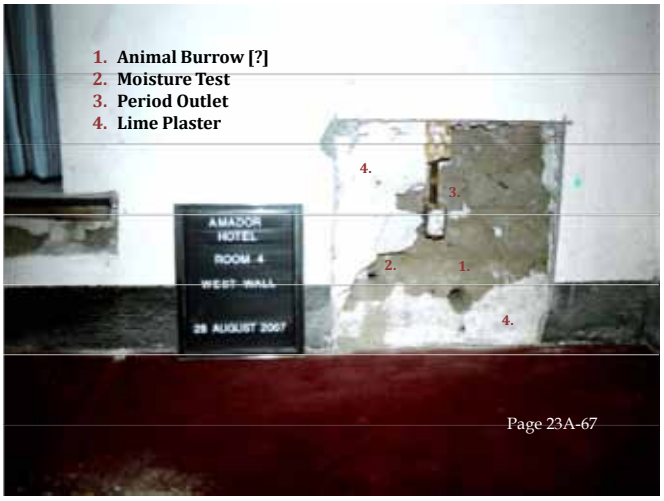


Figure 1.E.3.- Investigation of interior of west wall - Cornerstones Community Partnerships- 2008

A scissor lift was employed to gain access to the second story windows, false vigas, and front entryway portico. Without exception, every wood element revealed extensive cracking and rot when probed. The fact that the window heard trim sits on top of the wire mesh indicates that the trim is not original and was added during the application of the contemporary plaster (which is noted on the 1978 Lundeen construction drawings). Historic photos also document the presence of a different style of window trim. The front entryway portico roof framing is rotted, primarily as the result of a long-term pigeon infestation. Collected dung measures at least five inches thick across the entire portico roof/ balcony floor area. The resulting dampness has caused the wood at this location to rot in place. The false vigas at the east elevation are heavily weathered (cracked and rotted). (At the time of the 2009 Reuse Study these had all been removed). The 2008 assessment recommended replacing the deteriorated Pueblo Revival entryway with an authentic replica of the columned portico that existed at the front door from the early 20th-century until 1946.

Although there is anecdotal evidence of a crawlspace beneath the lobby flooring, six investigations below the floor revealed that a soil surface is located five or six inches below the bottom of the tongue-and-groove (T&G) floorboards. It is possible, though unlikely, that an open crawl space was backfilled with dirt. (The 2017 column reinforcement revealed that there are three floors resting on top of one another on wood framing that rests directly on the dirt, although there are a few areas where the dirt has been excavated deeper for installation of utilities.) A second cover board has been constructed on top of the T&G floor in several areas, including the main lobby. In other places, the oak T&G floor is located directly beneath the carpet. Historic photographs show wood inlays at the base of the lobby stairs. The remaining carpet was removed during the 2017 structural repairs revealing additional inlays.

Three wood medallion inlays were revealed, once the carpeting was removed, along with a striped border along the column lines. These inlays date to prior to 1934, and were hidden beneath protective floor panels installed in the 2018 selective demolition until being removed and stored for reinstallation as part of the 2021 selective demolition work.

An investigation conducted at the main lobby floor (along the east wall) at the location of a carpet seam revealed the original T&G flooring located underneath a built-up floor. At least an inch of dirt has washed on top of the original floor, probably when the east wall was an exterior wall before the bank addition at this elevation. The dirt was powdery and dry, as though the washout and sloughing had occurred quite some time ago. Two cancelled checks dating to the 1930s were located on top of the dirt.

Two investigations at the east wall of the main lobby revealed the remnants of wood nailers used to attach a wood wainscoting. The wainscoting is visible in numerous historic photographs. The exterior wall (on the other side of the lobby in the receptionist's closet) has been covered using gypsum wallboard and shelving units. Removing both revealed an intact section of wall base. This particular section of wall showed no signs of ever having been plastered. The traditional plasters were more than likely removed prior to the application of the contemporary render. Holes in the adobe suggest that there may have been wood nailers ("gringo blocks") inserted at this location, and that this may have served as a doorway at one time.

The thin latillas in the entry appear to have been added as part of the bank renovations (although an account from an Amador family member recalls the "willow" latillas being in place much earlier.). At the time of the investigation the tin ceiling in the southwest corner room was also thought to be a more recent addition, but research indicates that this may date from early in the building's life. With one exception, every original ceiling was concealed above

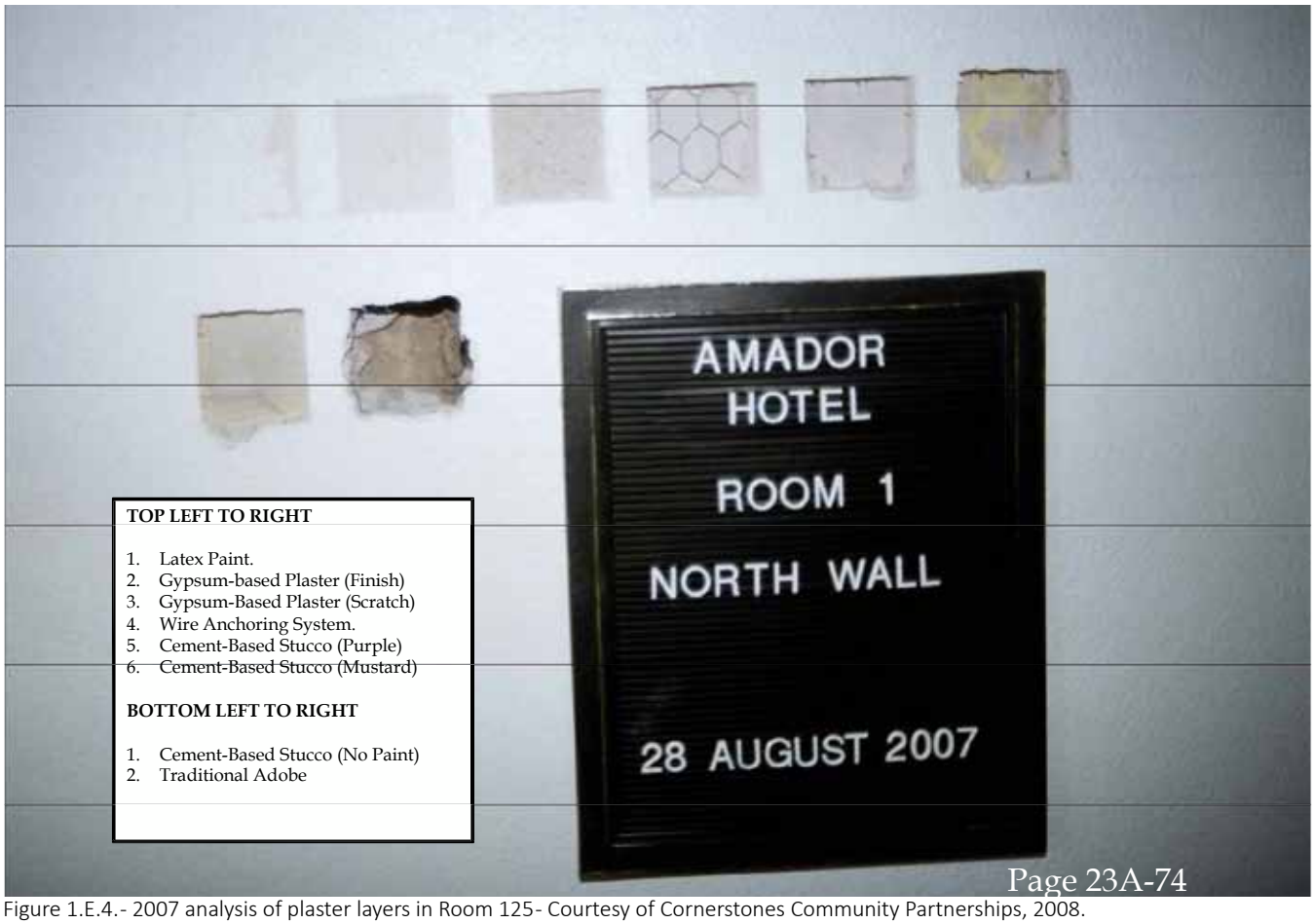


Figure 1.E.4.- 2007 analysis of plaster layers in Room 125- Courtesy of Cornerstones Community Partnerships, 2008.

dropped acoustical panels and/or gypsum board panels. Most of the dropped ceilings have been fully or partially removed (all removed by 2021). Between the elevated (built-up) flooring, and the dropped ceilings, more than three feet of original architectural volume was lost at the first floor. The ductwork below the second-floor gallery or mezzanine has been removed. Vestiges of centrally-hung chandeliers or light fixtures remain evident above the dropped ceilings. fiberboard and batten ceilings with wood box beam coffered original ceilings are hung from peeled vigas. There is no evidence to suggest that the first-floor ceiling vigas were ever exposed. One of the most noteworthy features of the historic Amador Hotel is the hand-painted ceiling in what used to be the dining room at the northwest corner of the current footprint. It features colorful flowers, birds, and painted wood trim on a dark green background. There have been reports that a kitchen existed to the north of the dining room but was removed, along with a doorway between the two rooms. This has not been verified through research. Removing the dropped panels at the main lobby revealed the framing and wood decking at the second-floor balcony. No deterioration was noted during this inspection.

The removal of a gypsum board panel in a heater closet behind the rear (north) end of the lobby revealed the presence of a door jamb attached using wood blocks to the adobe wall. Apparently, this door was used to access the steam room. All of the radiators and steam-generating equipment have been removed. This door jamb provides a record of layers of paint pigments used at this location.

An investigation of the west wall of Room 210 was undertaken at the area exhibiting the most visible moisture entrapment damage. A layer-by-layer assessment reveals that the original adobe wall exhibits

several gypsum plaster and lime wash layers, the application of wire mesh, a contemporary cement-based stucco, and latex paint. The investigation uncovered an electrical system (outlet and conduit) dating to the gypsum plaster period, when each room featured a central light fixture. The transition to florescent panels and dropped acoustical tiles caused the removal of this earlier, more elegant, lighting system.

Removing the wood trim on top of the wainscot at the second-floor west balcony between the doorways to Rooms 205 and 206 revealed an adobe parapet wall. The adobe wall is encased using painted tongue-and-groove beaded boards nailed together vertically and sealed with a top trim board. The slant at the balcony and the presence of the adobe wall suggests that visitors are probably standing on an earlier roof system before the second story was added. The adobe may have been an earlier roof parapet (that portion of the wall that extends above the flat roof). “Flat” roofs typically slope toward canales or downspouts, which may explain the slope at the balcony floor. It is clear that the balcony was framed with a slope.

Several artifacts were discovered underneath the second-story “Juanita” door threshold. A metal comb, a locket chain, bobbie pins, string, matches, and other small items were found inside a rodent’s nest. Dirt in the threshold and underneath the floor boards at the second story again suggest that the rooms were added on top of an existing roof system.

The doors and windows represent one of the most significant architectural characteristics of the Amador Hotel. Obscured at the exterior by discolored clear plastic inserts, and concealed by curtains at the interior; the original doors and windows are nevertheless examples of unique designs, solid-wood construction, and fine craftsmanship. Unless otherwise noted, all window sashes, framing, and trim are constructed using dimensioned wood, and all wood is painted (brown at the interior and blue-gray at the exterior).

All of the exterior wood shows signs of extensive deterioration. The 2008 report included a catalogue of field sketches and descriptions illustrating the distinctive types of window and door styles. Updated sketches are included later in this section. The few remaining original doors represent one of the most characteristic and significant features of this historic hotel.

Figure 1.E.5.- View of Amador from the southwest showing current landscaping and new intersection of Water Street and Amador Street. Note also large palm tree to east of building on Amador Street.

Figure 1.E.6.- New Development on remainder of block looking north, 2018

iv. Site and Setting Assessment

a. Findings

Adjacent Development

A commercial development on the remainder of the Amador block, described in the Physical Description section (Figure 1.C.3 on page 1.C.3), started construction in 2017, prior to the HSR team's engagement. Concurrently with that project, improvements were made to Water Street, Main Street ,and Bowman Street, all of which have now reverted to 2-way traffic, along with on-street parking, landscaping and more generous sidewalks.

At the outset of the work on the HSR the team met with Max Bower, the owner of GMB Development, the commercial partner in the public/private partnership, to coordinate some details at the interface between the historic building and the surrounding development. Specifically to allow for more space at the east side of the Amador for a future patio to serve the reuse, review potentially moving the interior lot lines, determine the fencing lines between the development and the Amador, with potential pedestrian connections between the two, and relocation of the (at-the-time) proposed dumpster location away from the rear entry to the Amador. Although there have been some changes to the site plan for the development during construction, most of the changes discussed were not included.

The main components of the adjacent site work include a large plaza, between the restaurant, bar, Convention and Visitor's Bureau offices and the Amador, which is being used for musical and other performance events. It includes both paved and landscaped areas. A stage has been constructed that has a high, curved rock-faced wall behind it that backs up to the north end of the east non-contributing additions of the Amador and is approximately 5' away from the building wall. There is space for a small courtyard for the Amador in approximately the location of the courtyard that existed during the 1950s and 60s, but this has been diminished in size since the original discussions, to accommodate handicapped parking for Visit Las Cruces.

A conceptual site plan was developed by GMB's architect, in consultation with the HSR team, that included a screen wall along Amador Avenue, east of the Amador Hotel, matching the parapet line and rhythm of the wall of the casitas that were demolished in 1969 and similar to the design of additions included in the plan developed for the 2009 Reuse Study. A preliminary version of this

design was reviewed with Barbara Zook, staff architect with the Historic Preservation Division in Santa Fe, at a meeting in August, 2017, at which time the concept was verbally approved.

Lot Lines

Although it was proposed to replat the block and move the interior lot lines so that they were at the east wall of the non-contributing additions to the Amador and approximately 5' from the north wall of the historic structure, as part of the lease agreement between the city and the developer, this idea has been abandoned and the lot lines for the Amador will remain those for the previous Lot 2, with more than 30' from the building walls to the interior north and east property lines. These will fall within the neighboring commercial development, and so will not provide any additional usable site area for the Amador, but will reduce potential restrictions of the International Building Code (IBC).

Urban Setting

Urban renewal in the 1960s and 70s destroyed most of the urban fabric of Downtown Las Cruces and isolated the Amador block from the core on an island surrounded by fast one-way streets (the so-called race track around Main Street). Main Street was converted to a pedestrian mall and subsequently lost most of its retail businesses. The recent opening up of Main Street with traffic-calming devices, the conversion of Water Street to 2-way traffic, and the realignment of Bowman Street with on-street parking will help to slow traffic around the Amador and tie it back to the Downtown core, of which it was once a part. However, Amador Avenue itself remains a 4-lane one-way street, where traffic is inclined to exceed the speed limits, creating an environment that is dangerous and unpleasant for pedestrians. Since this is the historic front entry to the Amador, the current conditions hinder the successful reuse of the Amador as a public gathering space, especially since the new commercial development to the north and east limits options for a main public entry from those sides. Although there is a small parking lot to the north of the Amador, this is not adequate to serve the Amador and the commercial development. It is intended that people using the Amador will park on the open lots to the south or the city lots behind the businesses to the north. If the latter is used then either an entrance to the building will need to be made from the north, or people will have to walk all the way to the south of the building to enter. If the former is used, then pedestrians will have to cross Amador Avenue, which is dangerous as previously noted. In addition there is currently no accessible pedestrian drop-off area on Amador. At a minimum, converting the north lane to a drop off and potentially on-street accessible parking would reduce the proximity of moving traffic to the front entrance. It will also provide much enhanced site arrival accessibility close to the main entrance (a key requirement of both the International Building Code and the Americans With Disabilities Act Standards for Accessible Design).

Landscaping

This provides an overview of historic landscape elements and current landscaping around the site. A full landscape analysis should be performed by a landscape architect with knowledge of historic landscapes to undertake an analysis of historic landscape elements, determine the health and appropriateness of current landscaping, and make recommendation for new landscaping.

Figure 1.E.7.- 1890s photograph showing street trees along Amador Avenue with one large specimen at the corner with Water Street. Tree species unknown. RGHC 00040222.

Figure 1.E.8.- View showing lush vegetation and mature trees along the Acequia Madre looking towards the Amador, 1920, RGHC 00010137

Figure 1.E.9.- 1925 photograph showing what appear to be small *alianthus* trees on Amador Avenue. RGHC 88-093-004.

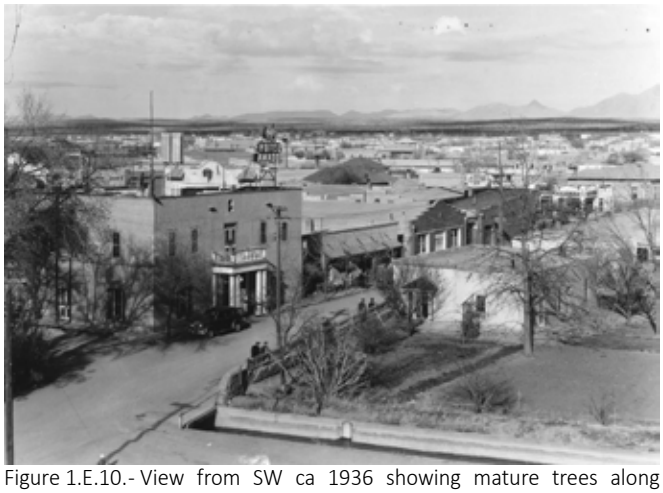


Figure 1.E.10.- View from SW ca 1936 showing mature trees along acequia at left and street trees along Amador Ave.- NMSU_A74-061-0207

Historic photographs show street trees along Amador Avenue and a remarkably lush environment across Water Street due to the presence of the Acequia Madre (hence the street's name). Large trees lined the acequia and must have provided significant shading for the west side of the Amador from the intense heat and low angle of the west sun (Figure 1.E.8). However during urban renewal in the 1970s the acequia was eventually routed underground several blocks north of the Amador, surfacing again in the median on Main Street further south. Historic photographs show street trees on Amador Avenue from the 1890s through the early 1940s, but none of these show them to have been particularly large or thriving, except for one at the corner of Amador Avenue and Water Street in the 1890s (Figure 1.E.7 on page 1.E.8). All trees on the Amador Avenue frontage had disappeared by the early 1950s. A photograph from 1930 shows desert landscaping of cactus and yucca in front of the casitas to the east (demolished in 1969) that persisted into the 50s and likely

Figure 1.E.11.- 1930 view of the casitas to the east of the Amador, showing street trees and desert landscaping. RGHC 88-093-001.

Figure 1.E.12.- 1960s view of east patio showing mature shade trees. RGHC

Figure 1.E.13.- 2009 view of west side of Amador from NW corner, showing mounded lawn and mature shade trees, now removed.

Figure 1.E.14.- 2014 view of west side from NW shortly after lawn and trees were replaced with new trees and xeriscaping. Jean Fulton.

Figure 1.E.15.- Juniper trees close to the north wall of the building - JSCA 2018

Figure 1.E.16.- 2021 view of stage and grass amphitheater at surrounding commercial development. Also showing two of the three palm trees that were likely planted as part of the Citizens Bank additions. JSCA 2021.

Figure 1.E.17.- 021 view from SW showing the mature xeriscaping along the west side of the Amador, the third palm tree at the SE corner and new landscaping along the south side of the Visit Las Cruces building. The trees to the west are leaning at an acute angle. JSCA 2021.

Figure 1.E.18.- 2021 aerial view looking east during the West Façade Rehabilitation, showing the current setting, including the mature xeriscaping along the west side of the Amador and the three palm trees and the grassed amphitheater to the east- Chuck Deverennes, City of Las Cruces drone photograph, 2021.

later (Figure 1.E.11). Landscaping at the east side of the Amador included vines and low bushes in photographs from 1900 (Figure 1.B.15 and Figure 1.E.11 on page 1.E.9). A guest at the hotel in 1922 described fig trees at the east side. The next photographs of the east side are from the 1960s and show mature shade trees in the courtyard that was an extension of the bar (Figure 1.E.12 on page 1.E.9). There are no clear historic photographs of the Water Street frontage before the late 1940s, at which point there appear to be no street trees along Water Street, although the lush vegetation along the Acequia Madre on the west side was still in existence at that time.

Today there are three very large palm trees, two of which have been incorporated into the design of the stage at the adjacent commercial development as “bookends” (Figure 1.E.16 on page 1.E.10). The third is almost on the property line on Amador Avenue (Figure 1.E.18). There are no other trees on Amador Avenue adjacent to the historic property. The palm trees look as if they are surviving relatively well, in spite of formerly being in a parking lot and surviving the construction of the commercial development, but their health and longevity should be evaluated by an arborist. The palms were likely planted as part of the 1980s Citizens Bank additions. There are also two mature juniper trees adjacent to the north wall of the building (Figure 1.E.15 on page 1.E.10). Although these also appear to be surviving, given their location, they are also very close to the building wall, which poses a potential threat to the stability of the exterior walls.

By the 1970s Water Street had been realigned and a wide landscaped strip was created in the right-of-way next to the Amador. A photograph from 1978 shows large agave cactus in stepped, raised rock planters (Figure 1.E.12 on page 1.E.9). By the time of the Reuse Study in 2009 this had become a mounded grass lawn with mature shade trees (Figure 1.E.13 on page 1.E.10). Today the grass mound and shade trees are gone and new, drought-tolerant trees and shrubs have been planted in a rock mulch with a rock swale that appears to drain to the south (Figure 1.E.14 on page 1.E.10 and Figure 1.E.18). The species of tree and their potential mature growth size should be confirmed.

Figure 1.E.19.- Downspout at north side. Note bent outlet and sandbags restricting flows- JSCA 2018

Figure 1.E.20.- Looking west along north side of Amador, with new parking area to right and downspout from Amador roof in middle distance (prior to construction of dumpster enclosure)- JSCA 2018

Grading and Drainage

The 2009 Reuse Study pointed out drainage issues on the west and north sides of the building. The finished floor level at the north end of the west side and north side of the building are below grade. The potential for water to infiltrate the building was exacerbated by the irrigated, mounded lawn and trees. The landscape upgrades since 2009 have eased this problem somewhat. During the recent West Facade Rehabilitation the concrete sidewalk was removed along the west side of the building. Sidewalks up against adobe buildings can be problematic due to their trapping moisture below the surface and deteriorating the adobes. However, the sidewalk along Water Street appears to be higher than the grade at the building and there is minimal slope along the rock swale that flows south in the landscaping. It should be confirmed by a new topographic survey and updated drainage plan for the site that there is ultimately positive drainage off the site for these flows or adequate capacity and clearance from the building if the flows pond in the landscape area. An underground storm drainage system, tying in to the city storm water system, should be investigated as an option.

The new parking lot to the north of the building has been raised from the previous grade. This reduces the potential of flows from the north entering the building, but due to the small distance that has been left between the building and the parking lot, makes it more difficult to dispose of the run-off in this area. The grading has been changed since the plan which was approved as part of the permit set for the adjacent development. Neither an updated plan nor as-built grades have been made available to the HSR team. Thus it has not been possible to analyze the potential effects of the new grading on the Amador. The general drainage pattern of the adjacent development is via surface swales in parking areas, draining south to Amador Avenue and west through the new north parking area to Water Street.

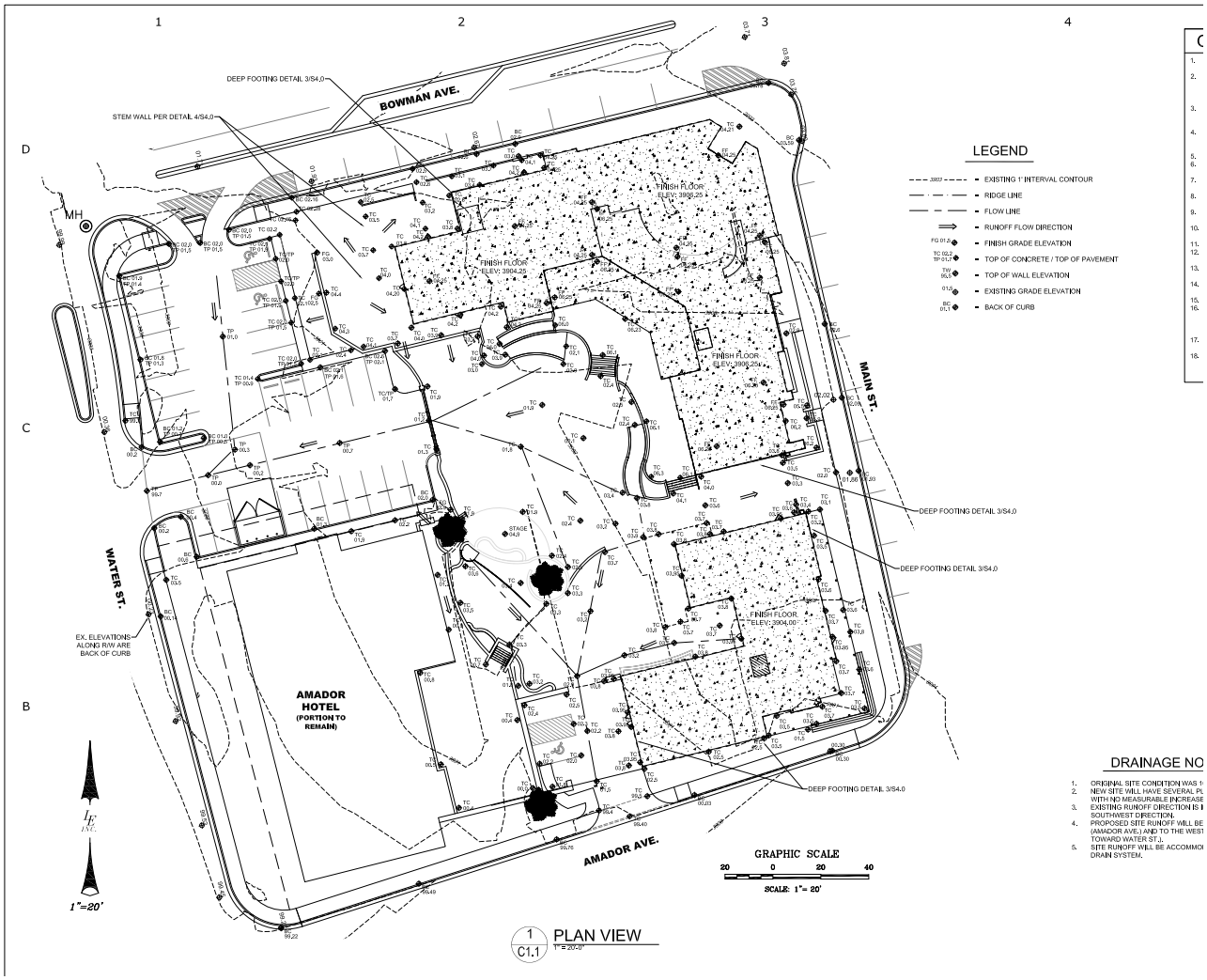


Figure 1.E.21.- Detail from Updated Grading and Drainage Plan for Amador Development. Note: This may not represent the as-built conditions. No as-built survey was conducted following construction.- Courtesy Desert Peak Architects (formerly WDG Architects.

Figure 1.E.22.- Similar view to Figure 1.E.20 on page 1.E.12 showing dumpster enclosure, constructed in 2019, that further restricts drainage to the west- JSCA 2019.

All the water from the roof of the historic structure currently drains to a large downspout at the north side of the building, near the electrical panels towards the east side. The limited space that has been left by the adjacent development along the east side of the building makes it more difficult to direct the water east and south down the east side of the building, while also keeping it away from the building. Additionally, any water draining down the east side of the building would end up running through the proposed patio area for the Amador, which is at least two feet below the level of the adjacent development. This could make the patio unusable during significant rain events. Additional grading information will be required to determine if there is sufficient fall to allow surface runoff

to reach Amador Avenue.

It is not clear why the historic building roof originally drained to the north, when it could have drained directly to the east. An analysis and final determination about how to treat the drainage from the north and east sides of the building cannot be made until as-built grades for the completed adjacent development are confirmed.

b. Conclusions and Preliminary Recommendations

A replat of the Amador block is in process, which will retain the existing boundaries for the Amador site, known as Lot 2, block 12 of the Original Townsite of Las Cruces. The replat graphically locates the building within the property although the building corners do not appear to be defined by coordinates, bearings and distances. Adding this information may be required for the building rehabilitation.

Before any determination on the drainage around the Amador Hotel building can be made, an updated topographic survey is required, since an as-built survey was not performed following the construction of the surrounding commercial development. An updated grading and drainage plan for the entire block will likely need to be prepared to ensure that flows from the commercial development will not adversely affect the Amador property. The availability of a direct underground connection to the city storm sewer system in Amador Avenue should be confirmed, given that surface water drainage does not appear possible without potentially flooding the historic property. Currently, city policy does not allow for connection of individual sites to the city's storm sewer system.

It is highly recommended that discussions begin about the potential to calm traffic on Amador Avenue, so that it is easier for people to get to the Amador from parking lots to the south and more people will be encouraged to use the building, since its historic front entry was on the south. Due to building code and accessibility issues it may be that the historic entrance would only be used on formal occasions, but a fully code-compliant entrance could be constructed in a single-story addition on the east side, set back from the historic façade but also accessed from Amador Avenue. It is inadvisable, however, to locate a main entrance, and particularly a formal entrance, on a street frontage that is currently hostile to pedestrians. Potential street-calming strategies could include converting Amador Avenue to 2-way traffic, reducing the number of driving lanes and introducing on-street parking, or all of the above. An accessible drop-off on Amador Avenue would also be a benefit. In addition, it was stated at a meeting on January 25, 2019, by Lynette Pollari, the NM Historic Preservation Division representative at that time, that the impact of the current traffic conditions on Amador Avenue could be considered an "adverse indirect effect" on the historic structure, which could threaten its potential for listing on the National Register.

More detailed study of the landscaping is required and should be undertaken by a landscape architect with experience in the assessment of historic landscapes. While the recent landscape work on the west side has improved the drainage situation from the previous landscaping, it continues to isolate the building from Water Street.

The current intersection between Water Street and Amador is very dangerous for pedestrians, because of the transition from one-way traffic at Amador to two-way at Water Street. It may not be possible to re-establish the feel of the old Water Street alignment and the lush environment of the Acequia Madre, but some sensitive landscape and site design interventions in the landscaped area to the west of the building could

provide better connection to Water Street, particularly for pedestrians, to encourage engagement with the building as a major civic amenity. The 2005 Downtown Revitalization Plan proposed an Acequia Greenway that starts on the west side of Water Street, across from the Amador, and continues north to the historic residential areas to the west and north of Downtown. Providing a safer crossing at Water Street, potentially with a traffic signal (which once existed at this location), would help to tie the Amador into this amenity, if it is pursued.

Figure 1.E.23.- Detail from 2005 Downtown Revitalization Plan showing proposed Acequia Madre Greenway.- Sites Southwest Inc.

v. Exterior Walls–Architectural Assessment

a. General

For additional information on the conditions of the exterior walls and other structural elements, the full 2008 Cornerstones Report should be consulted along with the structural engineering report, summarized below and included in full in the appendices. The 2021-22 West Facade Rehabilitation also revealed conditions at that wall that likely are similar at the south facade but no additional intrusive investigation work has been conducted on the exterior walls on other facades since the 2008 study.

b. Findings

The exterior walls of the historic building are mostly adobe covered with a 3-coat system of cement plaster on metal lath. The stucco appears to be elastomeric, or have an applied elastomeric coating. Cement stucco, and particularly elastomeric stucco, is not recommended as a finish for adobe, due to the fact that it traps moisture, which ultimately deteriorates the adobes. Frequently this deterioration is not visible, until there is significant deterioration, or in some cases, catastrophic collapse. However, usually there are signs of structural cracking. Although the underlying condition of the adobes cannot be assessed until the stucco is removed, the structural report did not identify obvious signs of structural stress (see structural report). Likely the shear mass of the wall provides enough redundancy that deterioration near the surface would not affect its load-bearing ability. The most significant deterioration of the stucco, prior to the work in 2021, was at the west wall. There were several areas of the wall where the stucco was delaminating from the adobe. Although this had started at the time of the 2009 Reuse Study, it progressed significantly since then. This is the area where the 2008 Cornerstones study, through intrusive investigation, found significant voids between the stucco and the adobe (likely originating at the time it was first applied in 1978) as well as voids in the outer layers of the adobe wall itself. However, except for one instance, moisture tests at that time (conducted by engineering students at NMSU) did not reveal significantly elevated levels of retained moisture.

Figure 1.E.24.- Crack in stucco at SW corner of Amador. Note the offset in the wall between the 1st and 2nd stories where the wall narrows at the former exterior balcony location- JSCA 2018

Figure 1.E.25.- Delamination of stucco above window at west side- JSCA 2018

Figure 1.E.26.- Delamination of stucco at Room 119.. Note: The underlying adobe was repaired and all the stucco on the west wall was replaced with lime plaster in 2021.- JSCA 2018

West Facade

The stucco was completely removed from the west wall and replaced with lime plaster as part of the 2021 West Facade Rehabilitation. Lime plaster is a compatible finish for adobe, since it is permeable and allows the wall to breathe. It is also the finish that was on the building prior to the application of the cement stucco in the 1960s. The work was undertaken in accordance with the recommendations in *Adobe Conservation, A Preservation Handbook,* by Cornerstones Community Partnerships[1],

1 Cornerstones Community Partnerships, Adobe Conservation, A

Figure 1.E.27.- West Facade Rehabilitation in progress, including stucco removal, adobe repairs, and lime plaster installation- JSCA 2021

Figure 1.E.28.- Rock foundation set in mud mortar. The reinforcing bar at left is from the concrete sidewalk and curb that were removed during the Facade Rehabilitation- JSCA 2021

Figure 1.E.29.- Temporary shoring at severely deteriorated adobe wall, concrete sill, & window in Room 122. Beginning of adobe repairs at left with new lime plaster.- JSCA 2021

Figure 1.E.30.- Interior at Room 123 during adobe repairs- JSCA 2021

where the stucco was removed in approximately 3'x3' alternating panels, starting at the base of the wall and moving upwards, the underlying adobes were repaired, and lime plaster applied before moving on to the next set of panels.

As noted previously, when the stucco was removed at the base of the wall, following removal of the concrete walk that ran along the entire west wall, a rock foundation was discovered which is approximately 12" deep. While there is evidence of a "sag" in the adobe wall approximately 40' from the south facade wall, this does not appear to be the result of settlement, owing to a lack of settlement cracks, and it appears the structure may have been built in this manner. Significant deterioration of the adobes was, however, found in this area, which required temporary shoring of the structure basal repairs.

Additional deterioration was found in the west adobe wall at the transition between the 1st and 2nd floors, where the wall offsets, and above the 2nd floor windows where the wall construction changes from solid adobe to 2x4 wood studs at 24"o.c., infilled with adobe. A full-depth adobe course for the repairs was used based on advice from Michael Stubbs, P.E., who undertook the original assessment of the structure. The photographs at right show the exterior and interior of this condition and repairs. The top approximately 18" of the wall has board sheathing, applied to the back side of the studs to form the roof parapet, and thus the adobes at this point are only approximately 4" deep. On the advice of the engineer, repairs were also made at the tie in of the roof joists and diagonal struts to improve the connection between the roof structure and the exterior wall.

It is assumed that the same wall condition occurs at the tops of walls on the south and east elevations of the south wing of the historic structure, where historic photographs show a distinct difference in the plaster texture on the south wall and which was also found on the remaining original plaster uncovered at the east wall, where the

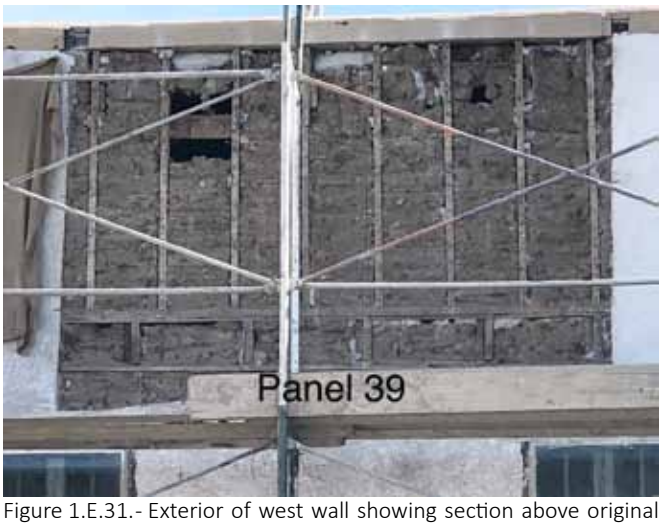


Figure 1.E.31.- Exterior of west wall showing section above original parapet line constructed of 2x4 wood studs infilled with adobe prior to repairs- Chuck Deverennes, City of Las Cruces, 2021.

Figure 1.E.32.- Exterior of adobe repairs at wood studs, New lime plaster at left- Sonya Cooper 2021

Figure 1.E.33.- Interior of adobe repairs at wood studs- Sonya Cooper 2021

Preservation Handbook, Sunstone Press, 2006.

1980 bank lobby was demolished. The plaster appears to have to have been replaced due to failure of the original lime plaster at this location, likely because of the lack of adhesion to the wood studs. It is likely that the infilled stud construction continues on the north elevation, but no historic photographs of this wall have been found. Where wood elements are embedded in the adobe, such as wood studs, a fiberglass mesh was used over the wood in the 2021 West Facade Rehabilitation to provide a key for the lime plaster. In addition, small pieces of volcanic rock, or *rajuelas*, are embedded in the adobe throughout to increase the overall adhesion of the lime plaster.

As mentioned in the "Roofing" section, there is some deterioration of the stucco at the tops and sides of the parapets. This is a critical weak point of stucco systems on adobe without copings, which can result in moisture infiltration into the wall. During the removal of stucco at the parapet for the West Facade Rehabilitation it was discovered that there is a concrete cap poured on top of the top plate of the wood stud and adobe infill wall (Figure 1.E.34). This is being removed as part of the West Facade rehabilitation and an additional plate is being installed. The new detail will wrap the roofing over the top of the parapet to provide a watertight detail.

The brick ledge detail where the wall plane changes between 1st and 2nd floors that existed from the 1930s through 1969 is being restored under the West Facade Rehabilitation to replicate the look of the 1930s exterior and to reduce the potential erosion of the lime plaster at this location (Figure 1.E.36).

North Facade

The north wall has numerous areas of missing stucco and exposed substrate at the level of the roof line of the former drive-up bank (Figure 1.E.37), due to the 2017 demolition of the drive-up bank addition. The substrate appears to be mostly adobe to the east wall of Room 203, where it transitions to concrete masonry units on the first floor with a double row of 2x4 studs forming the

Figure 1.E.34.- Top of parapet west wall showing concrete cap on top of wood plate of stud wall with adobe infill- JSCA 2021

Figure 1.E.35.- Detail of adobe repair showing "*rajuelas*", pieces of volcanic rock pressed into mud joints to provide a key for the new lime plaster. These were installed on all adobe surfaces that received lime plaster in the 2021-22 rehabilitation. Chuck Deverennes, CoLC. 2021.

Figure 1.E.36.- Mock-up of brick ledge detail at change in wall plane between 1st and 2nd floors to be installed at west facade as part of West Facade Rehabilitation

north wall of Room 202.

There are three buttresses at the north end of the original 2-story historic structure. The two outer buttresses are thought to be adobe and the top of the middle, shorter buttress under the window in Room 203 reveals concrete masonry units (CMU), clay bricks and a confusing assemblage of structural members, including steel beams that have been cut off. (Figure 1.E.38). These areas have been covered with Tyvek and have not been fully viewed.

The two partial buttresses above the roof of the teller station are shown on the 1969 plan to be CMU but they butt up to a wood frame wall, so they may also be constructed of wood frame. It is thought that these are merely decorative, however, the structural function and necessity of the other three buttresses is unknown.

During the West Facade Rehabilitation a crack in the stucco appeared to enlarge at the northwest corner, approximately aligning with the inside face of the west wall. This is visible at both the exterior and the interior. See Figure 1.E.39 and Figure 1.E.40.

East Facade

The 2018 demolition of the 2-story bank lobby at the east wall of the historic structure revealed some of the original rough textured lime plaster, similar to that seen in the 1936 photograph, but the remainder has a smoother texture (Figure 1.E.42). The area above the rough plaster may be an indication of where it was replaced over wood studs and adobe infill, although this should be confirmed.

There is cracking evident at the interior of this wall (in room 214) above the pair of doors that is hidden behind the stucco, and two vertical cracks to the north of it, although none of the cracking is evident at the exterior. During future exterior plaster replacement the entire wall should be evaluated for its condition and repaired in the same manner as at the west facade.

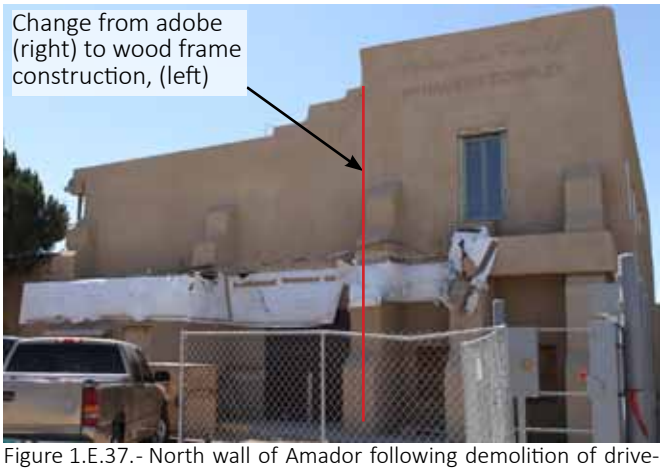


Figure 1.E.37.- North wall of Amador following demolition of drive-up bank. The two buttresses to the left and the middle buttress to the right were added with the drive-up bank. The other two are older.

Figure 1.E.38.- Detail of top of north buttress showing a mixture of CMU, clay brick, steel and wood beams- JSCA 2018

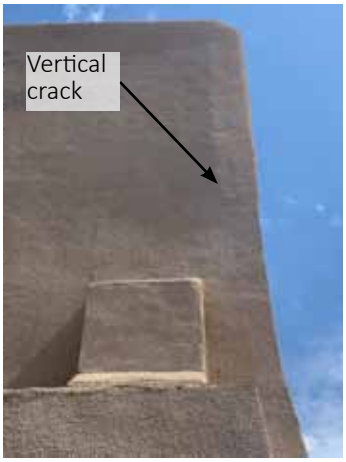


Figure 1.E.39.- Crack in stucco on north wall at northwest corner

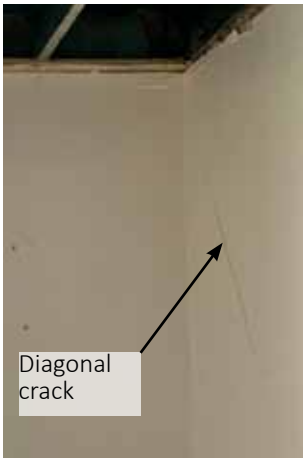


Figure 1.E.40.- Diagonal crack at interior of north wall at northwest corner in Room 203

Figure 1.E.41.- East facade of second floor of lobby and Room 202 shows almost no cracking in the exterior stucco- JSCA 2018

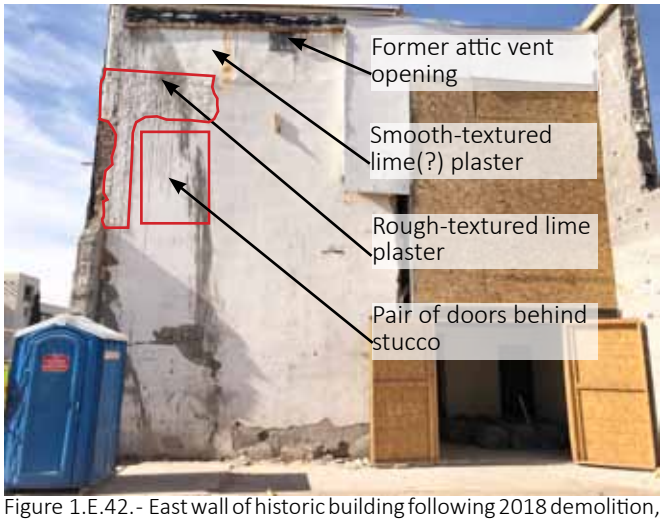


Figure 1.E.42.- East wall of historic building following 2018 demolition, showing rough-textured lime plaster and smoother plaster above, which may have been a patch where the original plaster failed over the wood stud and adobe infill construction- Jean Fulton, 2018

The stucco at the exterior of the east wall of the main Lobby exhibits almost no cracking, despite the fact that the wall construction changes from adobe to a double row of wood studs with stucco finish. The concerns that apply to the installation of stucco over adobe do not necessarily apply where it is installed over wood studs. However, overall the stucco appears to be nearing the end of its life, even where it is not applied over adobe. As described later in this Conditions Assessment ("Interior Bearing Elements, Floor, and Roof Framing–Architectural Assessment" on page 1.E.24 and "xi. Room Finishes and Details" on page 1.E.72), there is some significant deterioration of the adobe section of the east wall at the level of the first story, which is not an exterior wall at this location, but only limited cracking visible on the interior at the second floor level where it is an exterior wall. Like other exterior walls, the extent of any deterioration may be difficult to assess before the stucco can be removed. Some nondestructive or minimally invasive examination methods could be deployed to determine moisture levels and the integrity of the adobes, but these only provide information for the limited area in which they are deployed, rather than the entire wall area. In addition, most of the back side of the adobe wall at the first floor cannot be accessed, since it is behind the 18" thick reinforced concrete vault wall.

South Facade

The south wall of the historic structure also exhibits fewer cracks in and deterioration of the exterior stucco than the west and north walls. As noted above, like the west wall, similar deterioration may be found at the wood stud and adobe infill construction below the parapet. In addition, like the east wall of the 2nd floor south room, there are numerous cracks at the interior south wall of this room. (The 2nd floor at the south elevation is now a single space, following demolition of non-contributing partitions). The cracks mostly occur at the corners of window trim, and so may only be cracks in the interior plaster. See discussion under section "xi. Room Finishes and Details" on page 1.E.72.

Figure 1.E.43.- Examples of diagonal cracks from window corners at south wall of Room 214. These may only be stress cracks in the plaster but should be further investigated. JSCA 2021

Figure 1.E.44.- Left: The south wall exhibits very few cracks in the exterior stucco, likely due to the flexible elastomeric coating, but significant cracks are visible at the interior on the second floor. Right: The south and east facades of the Amador Ave. frontage, during the 1978-80 Citizens Bank east additions, showing a band of smooth plaster above the 2nd floor windows, approximately corresponding to the change in construction to wood studs with adobe infill found at the west wall- left, JSCA 2018; right, no source

The portico structure appears to be sound except the roof structure, as noted in the 2008 Cornerstones report. Given that the portico was added outside the focussed Period of Significance identified in the previous Evaluation of Significance section, and restoration of the previous Territorial-style portico is recommended, the condition of the current portico is not of concern unless it affects the remainder of the structure. There does not appear to be water infiltration into the main building wall, but this should be monitored, the pigeon droppings should be cleared regularly, and the roof drains should be kept clear. A structural evaluation should be made to determine the effect on the south adobe wall from removing and replacing the portico and any structural reinforcing that may be required.

The offset between the 1st and 2nd floors is not as marked on the south wall as at the west wall and never featured the brick ledge detail added after 1925 (likely in the 1930s, when the rough textured plaster was applied). So it would not be appropriate to replicate it here.

c. Conclusions and Preliminary Recommendations

Significant deterioration of the adobes was discovered at the west wall during the 2021-22 rehabilitation project, and repairs were made to the wall by experienced adobe masons in accordance with the *Secretary of Interior's Standards* and "*Adobe Conservation – A Preservation Handbook"*, published by Cornerstones Community Partnerships. In addition to basal repairs and those at the change in wall thickness from the 1st to the 2nd story, much of the repair work was related to the upper section of the wall where it transitions from solid adobe to wood studs infilled with adobes.

The wall is considered stable, following extensive repairs, due to its mass and lack of significant through-wall settlement and other cracks. The rock foundation, discovered during the work, also assists with the wall's stability and resistance to basal deterioration. New information from the West Facade Rehabilitation should be factored into an updated structural assessment related to the proposed adaptive reuse and the building code requirements that accompany it. The construction of other exterior walls at the west and south wings of the building is not known but it is reasonable to assume that it mirrors that at the west wall.

The condition of other exterior walls should continue to be closely monitored for any progression of deterioration. If

it appears that there is progressive deterioration (such as the appearance of significant new cracks or delamination of the stucco) it may be necessary to perform additional intrusive investigations at visible and likely areas of deterioration, such as at basal areas and at parapets, to determine the condition of the adobes below. These may also be recommended as part of an updated structural assessment. The investigations could be covered on a temporary basis with an appropriate breathable plaster if a full rehabilitation of the wall is not possible. Nondestructive investigations should also be considered to determine wall construction and conditions under the stucco, such as infrared imaging and capacitance meters for moisture detection, and drill resistance measurements, potentially accompanied by a fiber optic videoscope, for determining the integrity of the adobes and the presence of voids in the wall. Surface penetrating radar can also be used to detect voids but would likely not be effective from the exterior due to the metal mesh in the stucco.

The condition and undetermined composite construction of the north exterior wall is of concern and should be further investigated by a structural engineer. Additional investigations for footings may also be warranted to determine if the rock footings found at the west facade continue on other facades.

The cement stucco system is past its useful life and is an inappropriate system for the adobe structure. All the existing stucco should ultimately be removed from adobe walls in alternating sections, so that the condition of the underlying adobes can be safely and adequately assessed, repairs made, and a new lime plaster finish installed matching that recently installed at the west facade. As at the west wall, work should follow the recommendations of the *Secretary of Interior's Standards* and *"Adobe Conservation – A Preservation Handbook"*, by Cornerstones Community Partnerships and should match the work at the west facade undertaken in 2021-22. The specifications for lime plaster mix and application are included in the appendices for reference.

The work should not proceed on rehabilitation of other adobe exterior walls without adequate funds to employ qualified crews for adobe repairs and application of lime plaster. It is also strongly recommended that additional work on the exterior walls does not proceed until the updated structural assessment is completed, unless emergency repairs are determined to be required by the structural engineer preparing the assessment.

In addition to adobe repairs and replacement of stucco with lime plaster, the West Facade Rehabilitation included rehabilitation of windows, installation of new historically appropriate exterior doors, and attic vents. Adobe repairs, restoration of lime plaster and attic vents, and widow rehabilitation will also be part of rehabilitation of other facades. Replication of the brick ledge transition detail between the 1st and 2nd floors and replacement of windows with doors is only appropriate at the west facade, since there is no evidence that these occurred at other facades.

In addition to the updated structural assessment, the rehabilitation of the north and east facades of the historic building are dependent upon detailed design of the overall rehabilitation of the building. This will include the proposed new lobby, stair, and elevator additions at the east side (should the proposals in Part 2 of this HSR be accepted), and additional fenestration and resolution of emergency egress at the north. So undertaking rehabilitation of these facades ahead of the overall rehabilitation, is not considered appropriate except for emergency measures that may be required by the updated structural engineering assessment.

Rehabilitation of the south façade is potentially feasible ahead of the overall building rehabilitation but would require an evaluation of the structural implications of removing the existing Pueblo Revival-style portico and replacing it with a restored Territorial-style one replicating that present in the 1930s, as well as detailed design and structural engineering of the replacement portico.

vi. Interior Bearing Elements, Floor, and Roof Framing–Architectural Assessment

a. General

A visual architectural assessment was made by Jonathan Craig of floor and roof framing systems and their supports, including those exposed following the 2018 and 2021 selective demolition projects. This section gives a general description of the systems and their observed condition. Detailed measurements of all structural members were not made. It should be noted that, except at the 1980 east additions, framing systems are often inconsistent, with variations in member sizes and spacing within a single system. This includes work that was done in 1969, when the bank initially renovated the structure and made small additions to it. The structural assessment following this section was undertaken in 2018 but has not been updated since selective demolition has revealed formally concealed systems. The latter provided access to the roof cavity over the main Lobby through the former skylight opening, as well as exposing the floor framing below the second floor north room. In addition, in association with the work on the west facade, an opening was cut into the roof space over a west 2nd floor room so that some repairs could be made to the roof joists to tie them into the stud framed exterior wall sections to provide better diaphragm action and lateral support from the roof deck. The work was recommended by Michael Stubbs P.E,, who undertook the 2018 assessment, but did not include an update of that report.

The plans on the following two pages describe the construction of second floor framing, roof framing, bearing walls, and primary beam and column lines in the historic structure. Construction systems for the 1980s additions is included in the plans but not in the detailed assessment. In addition to the description in this section, additional information on the first floor framing at the main Lobby and west and south rooms is provided in the structural assessment following, and in "Room Finishes and Details" on page 1.E.72 later in this section.

b. Interior Bearing Elements

Interior Bearing Walls

Except at the north end of the east wall of the lobby, and the 1980 east additions, bearing elements consist of the adobe bearing walls on all sides of the lobby, and between Rooms 124 and 125, and the columns and beam lines at the east, west, and south sides of the lobby. As shown on the North-South Building Section, looking east, in the Physical Description section (Figure 1.C.30 on page 1.C.14), the east wall of the Lobby transitions, from about 24" south of the small vault to the north wall, from adobe to concrete masonry units, the cast-in-place concrete wall of the small vault, and then 2x4 wood stud frame at the first floor; and to a wood stud frame wall composed of a double row of 2x4 studs at the second floor. All stud framing is approximately 24" o.c.

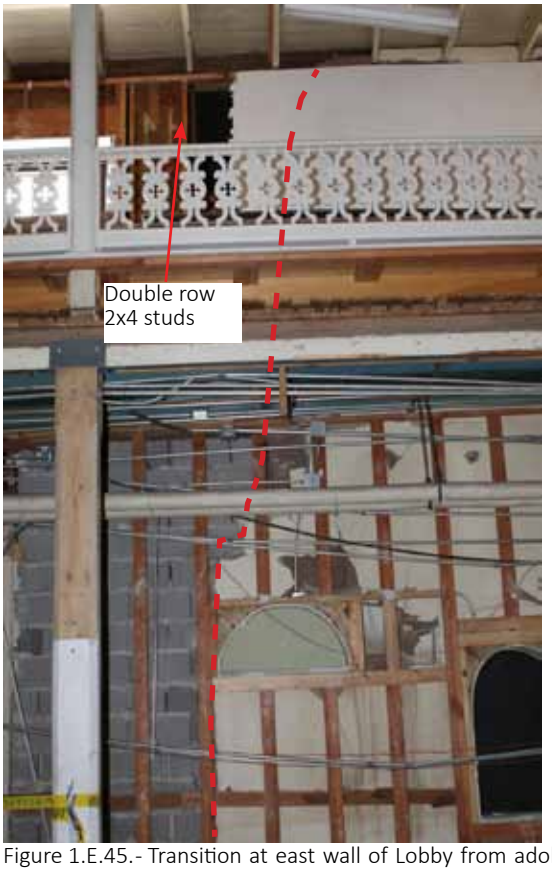
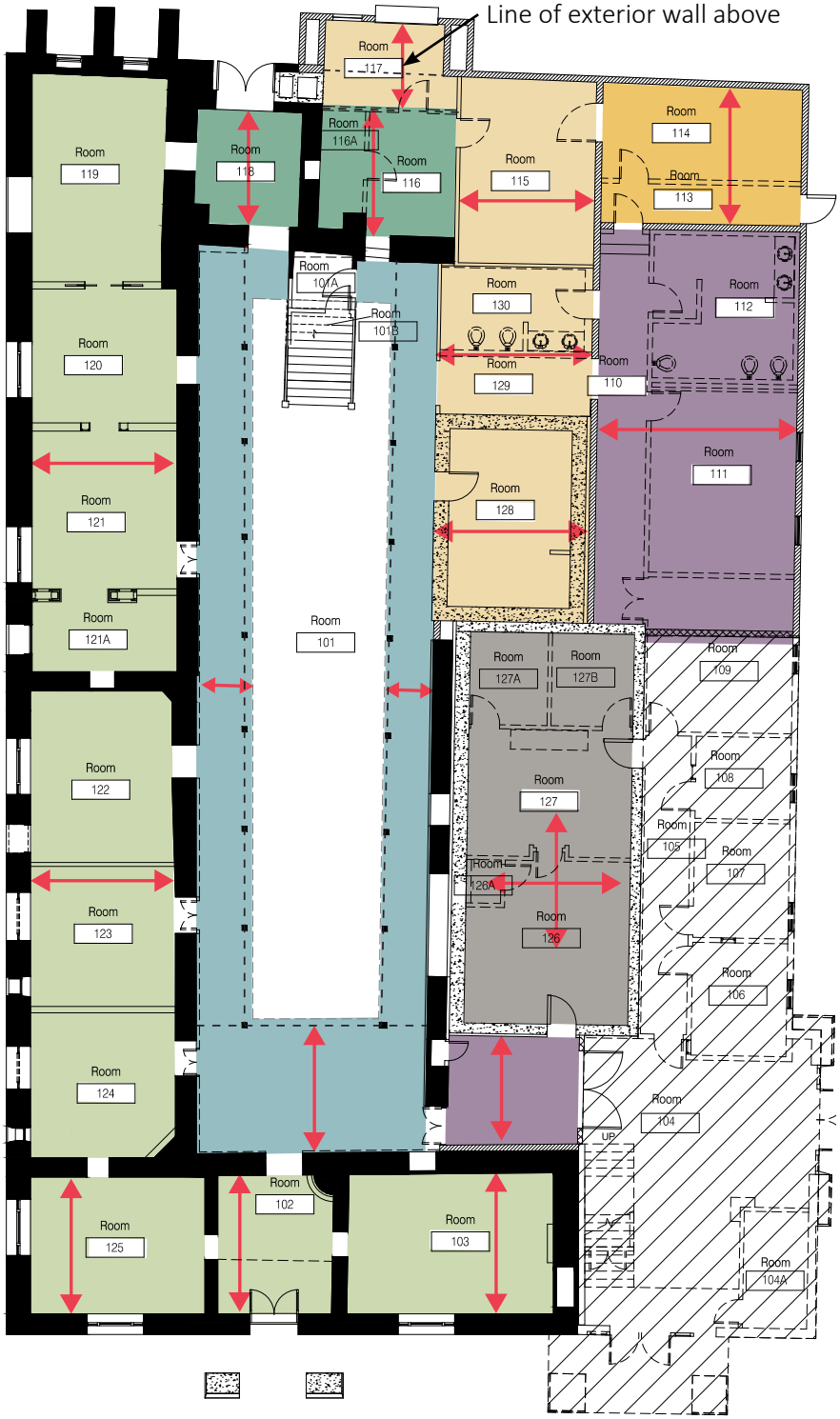


Figure 1.E.45.- Transition at east wall of Lobby from adobe (dashed line) to CMU at the first floor and wood frame at the 2nd- JSCA

2ND FLOOR FRAMING & 1ST FLOOR ROOF FRAMING STRUCTURAL SYSTEMS

FLOOR/ROOF CONSTRUCTION SYSTEMS LEGEND

- 6"-10" diam. vigas spaced at approx., 24" o.c. bearing on adobe walls, with 2x4 nom. framing on shims at approx. 24" o.c. above, supporting (2) T&G finished oak floors. 1x rough boards over vigas at south rooms
- 2x6 nom. framing at approx. 40" o.c. (12"-14" o.c. south balcony), 1x8 nom. plank deck, supporting finished T&G flooring on 2x sleepers
- 2x8(?) joists at 24" o.c. w/ plywood roof deck. (No access to roof cavity)
- 2x12 nom. sloped joists at 24" o.c. (original hay warehouse roof) with 1x12 nom. wood plank deck with shimmed 2x4 joists at 24" o.c. supporting severely deteriorated 1x random plank floor deck & T&G flooring
- 2x6 nom. joists at 24" o.c. w/ plywood roof deck
- 12" deep steel bar joists (10" at SE lobby) with 2-⅝" steel form deck & 2-½" concrete topping
- Per 1978 construction drawings - 18" thick concrete deck w/ (3) layers #5s at 4" o.c. ea. way
- Direction & spans of primary structural members
- Main supporting beams/ headers & column lines



WALL MATERIALS LEGEND

- ADOBE WALL
- WOOD STUD WALL
- CMU WALL
- CONCRETE WALL
- TEMPORARY FRAME WALL

PORTIONS OF 1980s ADDITIONS DEMOLISHED IN 2018

0' 4' 8' 16'

NORTH

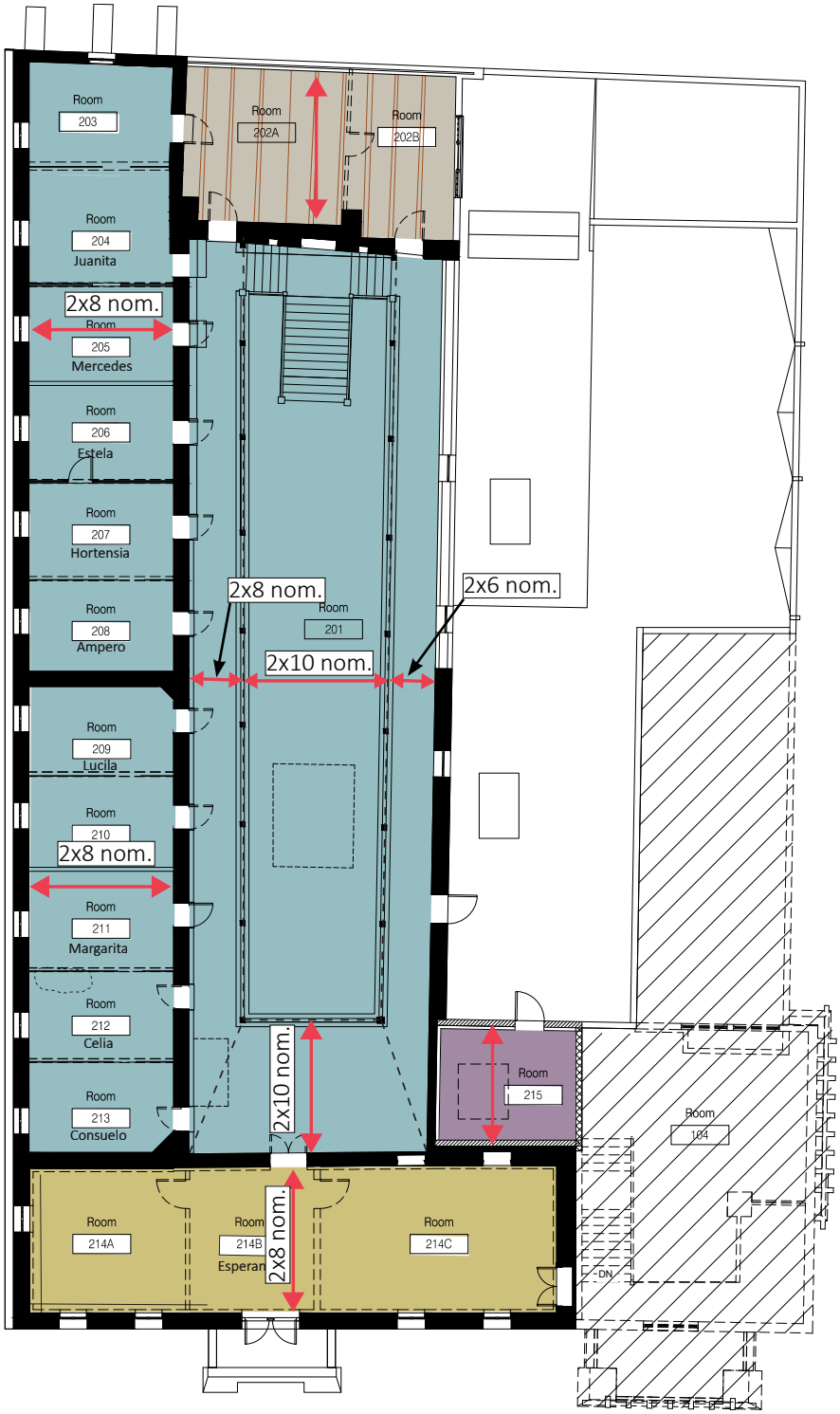
See also existing building plans, elevations, and sections in "Physical Description" page 1.C.11-page 1.C.14

Figure 1.E.46.- Plan identifying 2nd floor framing and first floor roof construction systems.- JSCA 2022

2ND ROOF FRAMING STRUCTURAL SYSTEMS

FLOOR/ROOF CONSTRUCTION SYSTEMS LEGEND

- Original roof/ceiling assbly. w/ framing sizes as noted at 24 o.c. with 1x wood plank deck of (varying widths) with second roof framing of 2x6s at approx. 24 " o.c. with 1x plank deck (varying widths) supported by vertical 1x6 struts to the beam lines between the Lobby columns. Braced by diagonal 1/6s to adobe west wall
- 6"-8" vigas at approx. 24" o.c., 1x nom. plank deck with corrugated iron roof with unknown framing and deck above for current built-up roof substrate
- 2x8 nom. joists at 24" o.c. w/ 1x plank roof deck supporting second roof with assumed structure observed over Lobby and west rooms (no access)
- 12" deep steel bar joists (10" at SE lobby) with 2-⅝" steel form deck & 2-½" concrete topping
- Direction & spans of framing members
- Main supporting beams/ headers & column lines
- 2x8 nom. Nominal sizes of lower framing system members. Upper framing system members are 2x6 nom.



WALL MATERIALS LEGEND
- ADOBE WALL
- WOOD STUD WALL
- CMU WALL
- CONCRETE WALL
- TEMPORARY FRAME WALL

PORTIONS OF 1980s ADDITIONS DEMOLISHED IN 2018

0' 4' 8' 16' NORTH

See also existing building plans, elevations, and sections in "Physical Description" page 1.C.11-page 1.C.14

Figure 1.E.47.- Plan identifying 2nd level roof construction systems.- JSCA 2022

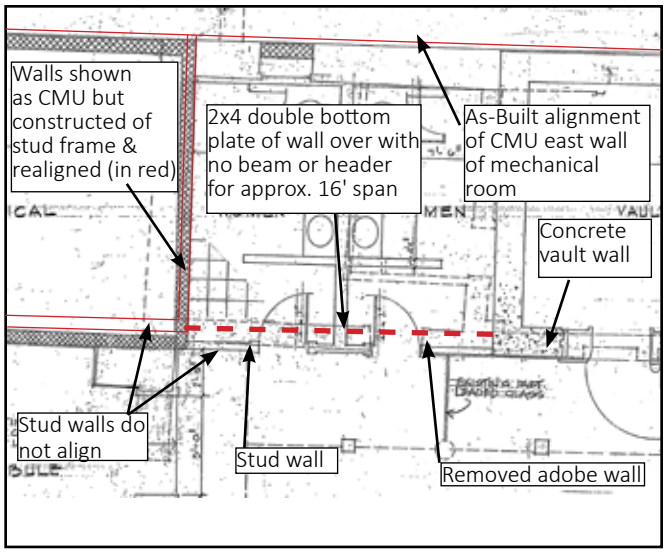


Figure 1.E.48.- Detail of 1969 floor plan showing replacement of north end of east adobe lobby wall with the west wall of the small vault & with a 2x4 frame wall to the north of it. Red lines indicate actual placement of walls & frame walls substituted for CMU at the south & west mechanical room Walls. No footing or header is indicated nor any reference to them.

Figure 1.E.49.- 2x4 wall that supports the north end of the east balcony, part of the east exterior wall, & the roof appears to rest on the edge of a 4" concrete slab without a footing- JSCA 2021

The adequacy and structural stability of the east wall, afforded by the mixture of construction materials and their apparent lack of mechanical connection to one another, is of concern and requires further professional engineering evaluation. Of particular concern is the frame wall north of the small vault, where only one of the double frame walls continues to the ground and appears to rest on the concrete floor slab of the 1969 additions. No footing is visible or indicated on the 1969 plan. The south and west walls of the new Mechanical Room #115, shown to be constructed of CMU, were in fact constructed of 2x4 wood stud frame. The west wall, which supports the exterior wall above, aligns with the outside face of the former adobe wall, whereas the east frame wall of the lobby and the inner frame wall of the second floor wall above align with the inside face of the adobe. The second 2x4 stud wall that forms the outside of the east exterior wall on the second floor has only a double plate with no header or beam and spans about 16' (Figure 1.E.48 and Figure 1.E.49).

Figure 1.E.50.- Water damage at south end of east Lobby wall has resulted in "canyoning" adobe- JSCA 2020

The remaining adobe wall on the first floor is in generally poor condition owing to the large number of openings in it, both from before and after the bank additions. There are numerous cracks in it and there is water damage at the south end where there has been a roof leak, apparently from the junction of the historic building with the 1969 2nd floor mechanical room addition (Figure 1.E.50 on page 1.E.27). The leak has caused "canyoning" of the adobe wall and occurs above a former door opening. The leak is to be temporarily addressed as part of the current West Façade project. Stud furring over the adobe at the east wall was left in place during the 2021 selective demolition due to concerns that it may have become load bearing in places, owing to potential lack of positive bearing and connection of the balcony framing at the adobe wall, in addition to the wall's poor condition.

Apart from the east wall of the lobby, the condition of other interior adobe bearing walls appears mostly good. There is no evidence of moisture at their bases, where these can be observed, where flooring has been removed, or of cracking that would suggest settlement or overstressing. As noted in the following structural assessment, there is considerable redundancy provided by their thickness and mass. There is a large crack at the north wall of the Lobby above the stairs below the former window opening (Figure 1.E.51) that appears to line up with the west face of the adobe pilaster in the room behind (Room 116/117). This may be a straight joint, indicating a construction change or addition, but it is not visible at the room behind since it is hidden by furring around the pilaster. This crack should be further investigated by a structural engineer, since the wall backs up to the floor structure of Room 202 where there is significant deterioration.

There are some cracks evident at the north wall of room 214, apparently associated with a brick chimney encased in the wall and a former window opening. The first is visible both in the room behind (Room 213) and

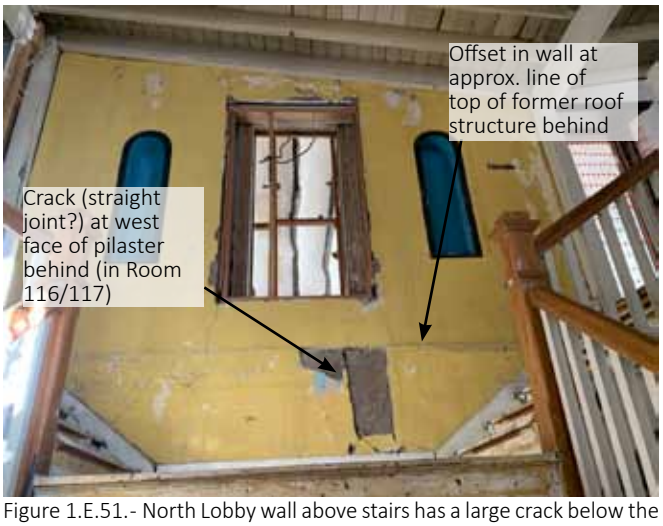


Figure 1.E.51.- North Lobby wall above stairs has a large crack below the former window opening. It approximately lines up with the west face of the pilaster (in Room 116/117) on the first floor behind. JSCA 2021

Figure 1.E.52.- West end of north wall in Room 214 showing crack that runs to a former brick chimney. The crack is visible in the rooms behind and below, but it does not appear to be active. JSCA 2021

Figure 1.E.53.- Cracks at corners of former window at Room 214 that backs up to the south balcony. No crack is visible at the balcony side or in the room below. JSCA 2021

at approximately the same location in the room below (Room 125), although the plaster has been previously repaired at both rooms and have not opened up again, suggesting that the cracks may not be active. The cracks in Room 213 also correspond to what appears to be a former opening. Further to the east on the north wall of Room 214 there is a crack at the corners of a former window that backs up to the south balcony. None of these are visible at the south balcony wall or in the room below (Room 103).

Figure 1.E.54.- Patched cracks at Room 213 in approximately the same location as the crack at Room 214 behind. The cracks correspond to a former opening- Jean Fulton 2018

Columns and Beams

Columns and beams run along the east, west, and south sides of the balcony. There are eight columns along the east and west sides of the lobby, from 4'-6"-5'-0" from the Lobby walls and spaced approximately 10' apart. The southernmost columns are approximately 13' from the south wall. As noted above and in the structural section, in 2017 the original wood columns were replaced with steel columns on new concrete footings with new steel connections to the beams. The north-south beams between the columns, supporting the east and west balconies, are double 2x6 nominal members and the single beam between the southernmost columns, supporting the south balcony, is built up of three nominal 2x6s with additional 2x6s scabbed on each side.

Figure 1.E.55.- Typical N-S beam, steel column connection, and balcony floor framing . Note that the decking spans in the same direction as the joists- JSCA 2017

The north-south beams are relatively straight and appear to have supported past balcony loads without significant deflection, although there is a noticeable "dip" in the bearing elevation at the second and third columns from the south on the west column line. This dip is reflected in the balcony floor above, the floors and ceiling structure of the west rooms, adjacent to the balcony, and even the windows in these rooms on the west facade. This suggests that there is settlement in the entire building at this location, but there are no settlement cracks in the adobe walls and plaster that would indicate this, so it is possible that the building was constructed in this manner, or that the single story building settled and the damage repaired before adding the second floor.

Figure 1.E.56.- E-W beam between south columns showing deflection and old steel plate on the bottom. The joist spacing for the south balcony is much closer than at the east and west balconies, but they span approx. 14' vs. 4'-6"- JSCA 2017'

The south beam has significant deflection, which has evidently been the case for many years, as evidenced by a thick steel plate approximately 12" long with bolts on the underside, located about 4'-5' from the southwest column. It may be that there is a plate on top of the beam with threaded rods between the two, but these are not visible. The short north-south beam, between the southwest column and the west wall, failed during the 2021 selective demolition and temporary shoring was installed to support it.

The second floor columns, which align with the first floor columns, were not replaced in 2017 and are the original nominal 6x6 wood columns with chamfered edges. Their connections to the first floor beams and columns were also not upgraded. The second floor north south beams are composed of built up sections of three nominal 2x8s with a flat 2x6 on the bottom. Several of these beams show signs of some deflection. The east-west beam/ header between the south columns also appears to be made up of built-up 2x8s with a flat 2x8 on the bottom. The ceiling joists frame into the side of this beam, so the bearing is approximately 8" higher than the north-south beams. 2x wraps have been added to the tops of the columns, presumably to increase the bearing area. Like the first floor south beam, there is significant deflection in this beam and there are three large bolts with large cast iron washers on the underside with threaded rods that run up through the wood deck above. Similarly to the first floor the span is approximately 14'.

There are two additional beams on steel hangers framed into the north-south beams, each side of the former skylight opening. These are nominal 4x8s and were likely added either by the bank or Dona Ana County, possibly to address deflection in the joists above from the additional roof load from the roof over the former opening.

Figure 1.E.57.- View from south balcony looking north showing the north-south beams and columns at the eat balcony and additional support beams each side of the former skylight opening . Inset: Column base resting on plate at 2nd floor, which has been cut.- JSCA 2021

Figure 1.E.58.- View from the south balcony of the beam between the south columns, showing large bolts and washers on the underside - JSCA 2021

Figure 1.E.59.- View of south balcony beams from the west balcony - JSCA 2021

c. Floor Framing Systems

First Floor Framing

First floor framing systems, based on what can be viewed, are shown on the 1st Floor Existing Flooring Materials Plan, Figure 1.E.167 on page 1.E.74, in section, "Room Finishes and Details" on page 1.E.72. The lobby floor framing system is also discussed in the structural engineering assessment following this section. The Lobby floor, consisting of three floors from different eras and two framing systems of 2x4 sleepers separated by shims (Figure 1.E.60 on page 1.E.31), appears to be replicated in the rooms off the Lobby to the south, west and north, except for Rooms 116/117, 122, and 123, where the wood floors were replaced with concrete slab on grade as part of the bank renovations. Where portions of the floors have been opened up to undertake basal repairs at the exterior adobe walls, their condition is similar to that under the Lobby floor, where wood support members are sitting directly on the dirt, but do not exhibit signs of moisture or rot, except at Room 121A, where the flooring is missing and the joists exposed, possibly related to damage from its former use as a bathroom. Neither soft spots nor deflection have been noted in these rooms.

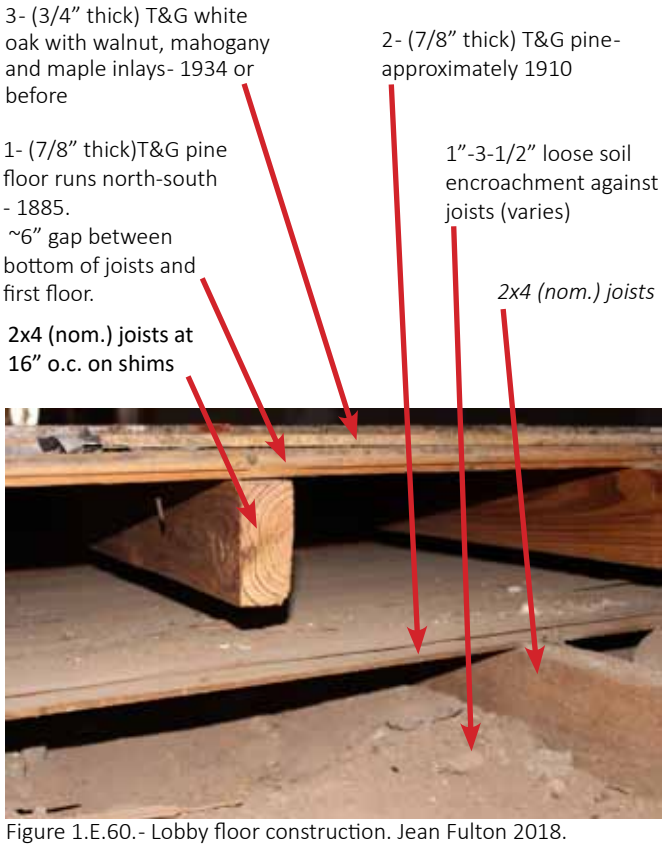


Figure 1.E.60.- Lobby floor construction. Jean Fulton 2018.

As noted in the structural assessment, the Lobby floor will need to be removed and restructured to support the proposed assembly occupancy loads. This will not necessarily apply to the rooms off the Lobby, however, wood sitting directly on grade does not meet current building codes unless it is pressure treated or naturally rot resistant. Retaining this construction will need to be negotiated with the building official. Portions may also need to be opened up to install utilities, which will offer the opportunity to inspect the floor framing and potentially replace it with a code-compliant system.

Second Floor Framing

Second floor framing construction is shown on the preceding Framing Systems Plan (Figure 1.E.46 on page 1.E.25).

Balconies

The balconies, except at the south, are supported by the Lobby columns and beams on 2x6 members spaced at approximately 40" o.c. These have 2x6 blocking members at mid-span. The 1x8 planks that rest on the framing

Figure 1.E.61.- West balcony floor framing, sloping from west to east appears to be former roof. Note that the decking spans in the same direction as the joists- JSCA 2021

span in the same direction as the primary 2x6 members. The south balcony framing consists of 2x6 nominal joists at approximately 12" o.c. and span approximately 14'. There is noticeable deflection in the joists. The planks appear to be a former roof deck, since they slope, and the second floor adobes at the east Lobby wall sit on top of the decking. Parts of the decking are deteriorated and do not appear structurally sound, so the plywood /MDF over sleepers that were installed by the bank or the County, to reduce the slope of the balcony, were left in place during the 2021 selective demolition work. The entire structure of the south balcony is of concern and requires more detailed assessment by a structural engineer. The opening for the former stair is also currently spanned by the sleepers, but will require new framing if the floor is returned to its original level.

Figure 1.E.62.- South balcony floor framing has joists at approximately 12" o.c. but a span of over 14'. Note the deflection- JSCA 2021

West and South Rooms

The second floor framing over the west and south rooms adjacent to the lobby consists of 6"-10" vigas at approximately 24" o.c. with spacers on which rest 2x4s at approximately 24" o.c. that support the original oak tongue and groove finish flooring, with a second oak tongue and groove floor at the west rooms. At the south rooms there is a layer of rough boards directly on top of the vigas and the 2x4 framing above that. Most of the west and north rooms have noticeable slopes on them, mostly from east to west (at the west rooms) as well as in the north south direction at several of the west rooms. In some rooms the slope appears to be almost 9" from one corner to another (over a distance of about 14'). This would need to be corrected in many cases to make the rooms usable, which may trigger a requirement to upgrade the structure.

Figure 1.E.63.- Exposed vigas, framing, & T&G oak floor over Room 122 after removal of ceiling. JSCA 2021

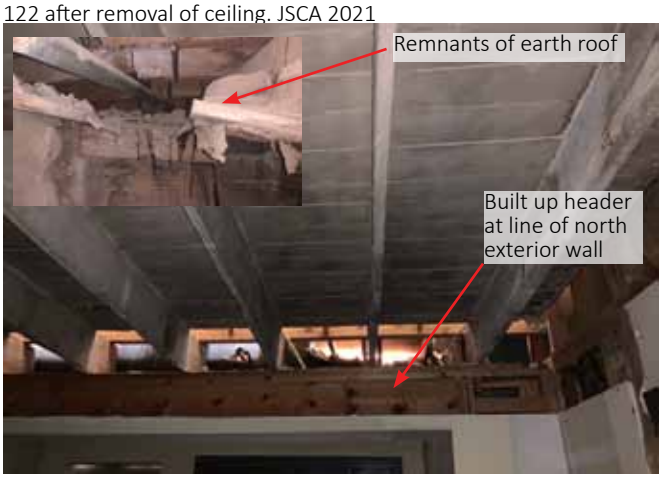


Figure 1.E.64.- Floor over Room 116/117 to Room 202 above. The 2x12 joists slope to the north, originally supporting an earth roof (inset top). The floor structure above is severely deteriorated (right). JSCA 2021

The floor structure over the two north rooms, Rooms 116/117 and 118, still has the structure from the original hay warehouse, noted on the 1902 Sanborn map, with 2x12 nominal sloped joists at 24" o.c. and 1x12 nominal wood plank deck with shimmed 2x4 joists at 24" o.c. supporting a severely deteriorated 1x random plank

floor deck and tongue and grooved flooring above that. Some of the original earth roof is still visible above the plank deck as well as remnants of a metal roof. In Room 218 a coved plaster ceiling is suspended on 2x4 framing below this structure. The age of this ceiling is not know, but appears newer than the surrounding construction.

Figure 1.E.65.- Former roof/ceiling assembly over the lobby and balcony

Roof Framing Systems

Except at the north end of the second floor over Room 202, the roof framing over the historic building consists of two component systems: The original roof/ceiling, in existence prior to the parapet being raised and the roof resloped at the end of the 19th century, and the framing supporting the current roof that was added after the parapet was raised. The system over Room 202 was added in the 1920s and is a single system, although new sleepers and decking have been installed over the original roofing to provide a substrate for the current roof.

The former roof, and current ceiling, consists of multiple sections of dimensional lumber framing at approximately 24" o.c. spanning in the east-west direction over most of the building and in the north-south direction over Room 214 and the south balcony. They span from the west, south, and east exterior walls to the west and east interior Lobby walls and at intermediate points to the column and beam lines. Spans over the west and south rooms and the central section of the Lobby are between

Figure 1.E.66.- 2x8 framing of lower roof/ceiling assembly over west rooms

Figure 1.E.67.- 2x8 framing of lower roof/ceiling assembly over Room 214, sloping north-south

Figure 1.E.68.- 2x6 framing of upper roof system with 1x6 struts to lower roof/ceiling assembly

Figure 1.E.69.- 1x6 vertical struts from current roof joists to lower roof/ceiling deck & diagonal struts to adobe infilled stud wall and former roof assembly at west façade

14' and 15'; over the south balcony approximately 13'-6"; and over the west balcony between 4' and 5'. The joists are nominally 2x8s over the west and south rooms and west balcony; 2x10s over the central portion of the Lobby and the south balcony; and 2x6s over the east balcony. At the west exterior wall the joists are pocketed into the adobe wall below the stud infill section and are visible at the outside face of the wall. The joists rest on the adobe interior Lobby walls. The ends of the room joists are visible at a couple of joists at the north end of the west balcony where they overlap the joists over the west balcony. It is not known if they are connected to them in any way. At the south exterior wall in Room 214, where the plaster is missing at a former wall intersection, there appears to be a bearing plate below the joist made from tongue and grooved material. It is not known if, and to what extent, this occurs at other locations where joists bear on adobe walls. At the balcony beam lines the joist spans overlap each other at the beams and are nailed together. They may also be toe-nailed into the beam, but this needs to be confirmed. At the east beam line there is a wood leger nailed to the ends of central span of joists on which the narrower 2x6 joists over the east balcony rest as well as angled blocks nailed to the side of the central joists.

The upper roof framing system rests on the a 1x ledger nailed to the back of the studs. Since the spacing of the joists and studs is different, the joists do not always line up with a stud. Where they do they appear to be nailed to the studs. The 2x6 roof joists are supported on a plate on top of the former roof at the original parapet of the west interior wall of the Lobby and then span to the east wall of the lobby. These are lap spliced over this span with intermediate support from vertical 1x6 struts to the original roof structure (now the Lobby ceiling) at the Lobby column/beam lines and one at about 2/3 of the span between the beams from the west beam line. This line of struts features some beams between struts to support the intervening joists that do not have strut supports. It is not clear why this was done. There is also

Figure 1.E.70.- Detail of west wall showing bearing of upper (current) roof joists. Sandoval Construction 2021

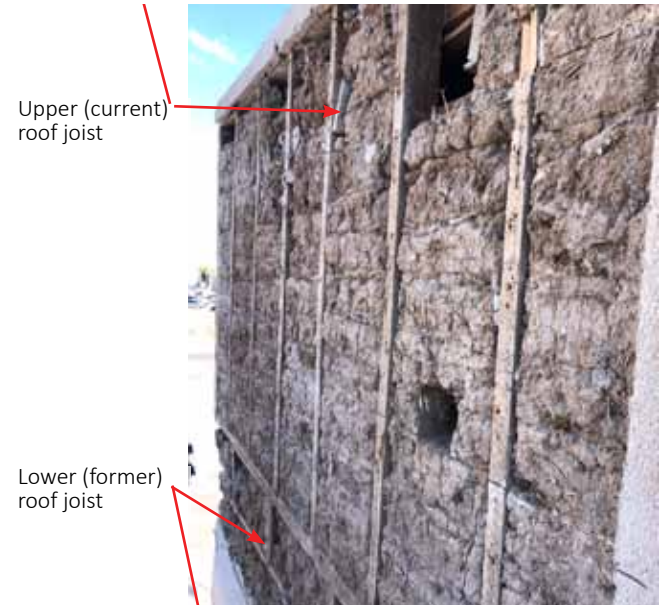


Figure 1.E.71.- Exterior of stud with adobe infill section of west wall . Sandoval Construction 2021.

Figure 1.E.72.- Detail showing end of former roof joist (now 2nd floor ceiling joist). The second 2x may be blocking for a splice in the bottom plate of the stud wall. Sandoval Construction 2021

a beam to the north of the skylight running in the same direction as the joists, possibly to provide additional support for the skylight opening although it occurs about 4' from the opening. The structural adequacy of the roof framing over the majority of the building should be further evaluated by a structural engineer.

The only other roof framing system over the historic structure is over Room 202, which was added in the 1920s. This consists of vigas spanning north-south of approximately 6"-8" diameter at about 24" o.c. There is now plaster coving between the vigas that appears to be a later addition. A small area of this plaster was removed in 2018 and revealed that there is square edged board decking above. The only historic photograph of this room does not appear to show the plaster coves and it is likely that the board decking was originally the ceiling. There is evidence of a dark stain or paint on it. Through gaps between the boards the original corrugated iron roofing is visible, which is also exposed between the overhanging joists at the east wall. The decking does not project beyond the edge of the wall. The roofing runs north south, even though the gutter is at the east wall. It is assumed that there is framing and a second deck over the corrugated roofing to provide a substrate for the current built-up roof and to provide the warped drainage to the northeast corner.

One of the vigas at the west end of the room is cracked and deflecting and appears to have been patched with plaster. This should be evaluated by a structural engineer. There is still a large air-handling unit on the roof above (which is non-functional). The vigas bear on the north double frame, whose continuity and support at the north wall is questionable, so this along with the cracked viga should be evaluated further by a structural engineer.

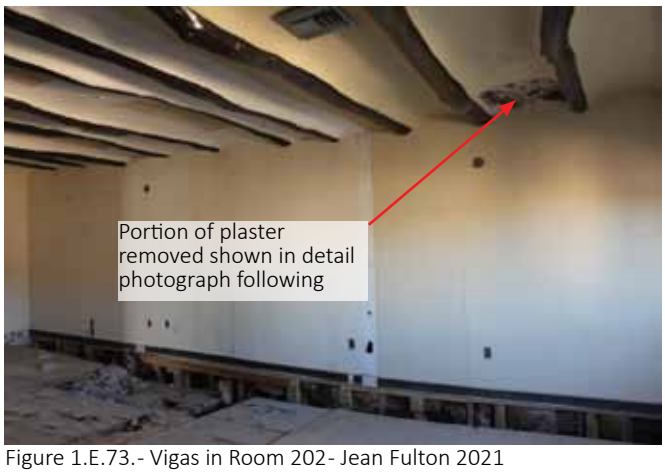


Figure 1.E.73.- Vigas in Room 202- Jean Fulton 2021

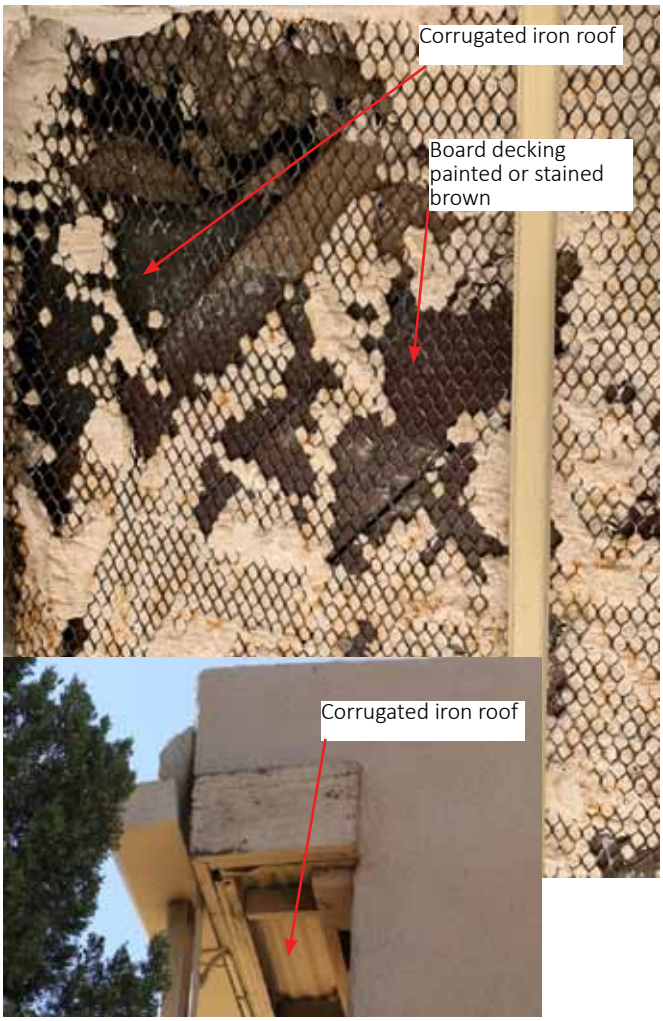


Figure 1.E.74.- Corrugated iron roof above wood board deck where plaster removed (top). Exposed former corrugated iron roof at roof overhang, Room 202 (inset)- JSCA 2021 (top).2018 (inset)

d. Conclusions and recommendations

Interior Bearing Elements

- Interior Bearing Walls: Except for the east wall of the Lobby, the interior adobe bearing walls are in generally good condition and appear to have redundancy due to the thickness and resulting mass (as noted in the following structural assessment). Investigations should be made to determine if the rock foundation found at the west exterior wall is present at interior adobe bearing walls. Cracks at the north and south walls of Room 214 and the north wall of the lobby require additional evaluation by a structural engineer. The east wall of the Lobby requires a detailed evaluation by a structural engineer. Of particular concern is the stability of the remaining adobe wall; and the adequacy of the wood frame portion, given its apparent lack of a footing, change in alignment of the bearing section from the outer to the inner line of studs at the north end, and lack of support for the upper portions between the north end of the small vault and the former mechanical room.
- Columns and Beams: The first floor columns were replaced with steel members on concrete spread footings in 2017. The second floor columns should be assessed by a structural engineer, for potential dangerous conditions, for their connections to the first floor columns and the beams at both the first and second floor, and for their ability to meet the New Mexico Existing Building Code (NMEBC) for the proposed use. The beams at the south balcony supporting the floor and the roof, have visible deflection and should be evaluated by a structural engineer. The connections of the second floor beams to the roof structure should also be assessed by a structural engineer. A non-structural issue is that the original wood wraps reinstalled over the first floor steel columns were not reinstalled in the same way they were on the original columns, which has changed the sizes and proportions of the columns. This should be corrected in the rehabilitation.

Floor Framing Systems

- First Floor Framing: The remaining Lobby flooring and framing should be removed, a new support structure designed (once the requirements for under floor utilities have been determined), and the original inlaid oak floor reinstalled over a new subfloor, with necessary additional matching material, where missing. The wood floor structure in rooms off the lobby should be further evaluated for its condition, including potential rot, and the acceptability by the building official of the lack of clearance of the joists from grade.
- Second Floor Framing: Since the occupancy of the second floor is not changing from its last approved use (office) it should be deemed acceptable by the building official under the NMEBC, unless dangerous conditions exist. Thus the entire structure should be reassessed to confirm that there are not dangerous conditions that would require repairs under the NMEBC and the adequacy of the balcony floors should be reassessed by the structural engineer for the proposed use. The deteriorated floor structure over the room at the north end of the lobby should be corrected. The assessment and repairs should be coordinated with the north wall assessment and proposed rehabilitation plans.

Roof Framing Systems

The entire roof structural system should be evaluated by a structural engineer for unsafe conditions, the proposed change of occupancy (where it forms the roof of the Lobby-A3, Assembly occupancy), and other potential code issues. Now that access can be gained to the cavity between the former and current roofs, at the former skylight opening with a lift or scaffold, and a hole cut in the ceiling of Room 204, the nature and adequacy of the system can be better evaluated. An additional opening may need to be cut in the lower deck of Room 214 to view that cavity above the south roof. The cracked viga in Room 202 should also be evaluated by a structural engineer.

vii. Structural Engineering Assessment

a. Overview

A limited structural assessment was carried out by Michael Stubbs P.E., Stubbs Engineering, Inc., in September 2018, under a separate contract with the City of Las Cruces, based on a scope of work developed by Jonathan S. Craig Architect to coordinate with the other sections of this Historic Structure Report. This summarizes the findings of that report. The full report is included in the Appendices. Stubbs Engineering Inc. was the Engineer of Record for the column replacement in 2016. Assessment was based on field visits to the building and identified readily accessible conditions by visual assessment. During the investigation, no testing, either non-destructive or destructive, was performed. The 2018 selective interior demolition work had been completed but the demolition of portions of the 1980s additions was ongoing at the time of the assessment. Findings are limited to the conditions available to view and detectable by a visual observation. Preliminary reviews of structural requirements of the New Mexico Commercial Building Code and the New Mexico Existing Building Code were included. The report recommended an update to the assessment once the plan for reuse and rehabilitation is more fully developed. As noted in the previous section, an updated assessment is strongly recommended now that the second phase of interior selective demolition is complete, the West Facade Rehabilitation is nearing completion, and the schematic design for reuse is more defined.

b. Findings and Recommendations

The assessment determined that the building is performing very well structurally, and there were no indications of structural failure or potential structural failure, such as significant cracks, deflection in framing members or changes in floor level that would indicate overstressing, settlement or soils-related failures. No investigation was undertaken to determine what, if any, foundations exist below the adobe walls, although a rock

Figure 1.E.75.- Typical ceiling-floor framing above 1st floor south and west rooms- Stubbs Engineering 2018

foundation has since been discovered under the west wall during the 2021-22 West Facade Rehabilitation

The 2017 structural upgrades to the columns have increased the bearing capacity of the balcony such that it should be adequate to support 100psf live loads required for exits for a second floor office use. The floor framing for the second floor rooms, though of a somewhat random and indeterminate nature, appears to have been adequate to support the most recent office uses, for which the code-requires a capacity of 50 psf. However, if code required loading capacity were to increase, for instance for a museum and exhibit space use, which requires 100 psf, modifications may be required unless the loading can be limited through operational controls approved by the Building Official. The roof structure

Figure 1.E.76.- Floor framing Room 121A- Stubbs Engineering 2018.

appears to be adequate to support current loads, but may require reinforcement if current loads were to increase, for instance with the installation of a heavier roofing system or the installation of new mechanical equipment. Adobe does generally not perform well in resisting lateral loads such as earthquakes. The building code does not require upgrades to existing unreinforced masonry buildings unless the proposed use changes the Seismic Risk Category (such as assembly occupancies exceeding 300 people) or the new use increases the lateral load demand to capacity ratio by more than 10%.

A few areas of concern were identified as follows:

- When the gypsum board was removed at the second floor, wood stud framed east wall of the balcony, as part of the selective demolition, it eliminated some of the bracing for the wood studs. There was no blocking in this wall and the report recommended that a row of blocking be installed at the mid height elevation of the studs to adequately brace the studs. This was installed during the Phase 2 selective interior demolition work

Figure 1.E.77.- East exterior frame wall at balcony following selective demolition- Stubbs Engineering, 2018.

- The north end of the east wall of the lobby does not appear to have adequate capacity to support the roof framing members that bear on it. It appears that at some point, an opening was cut in the wall, but an adequate header was not constructed. The report recommends that a header be constructed for this wall as part of the renovations that is adequate to support the roof loads.

Figure 1.E.78.- Wall framing at north end of east wall of lobby showing lack of header over opening. Stubbs Engineering 2018.

- The main stairs in the lobby are framed with cut wood stringers and wood treads and risers. The stairs do not appear to meet current code and most likely will not support the code-required live load of 100 psf required to qualify as a means of egress. If this stair is needed as part of the life safety plan, it will most likely require a structural upgrade. This could easily be accomplished by reinforcing the floor below the stair and adding pony walls to support the stringers. These modifications are unlikely to change their appearance.

Figure 1.E.79.- Underside of main stairs showing framing and lack of support. Stubbs Engineering 2018.

- If the building reuse changes the Seismic Risk Category, upgrades to meet the requirements of the building code could be extensive, costly and potentially detrimental to the building's historic character. The building codes do not provide latitude for the Building Official to waive structural requirements for historic buildings, except to reduce potential loading through operational controls, such as limiting the occupant load.

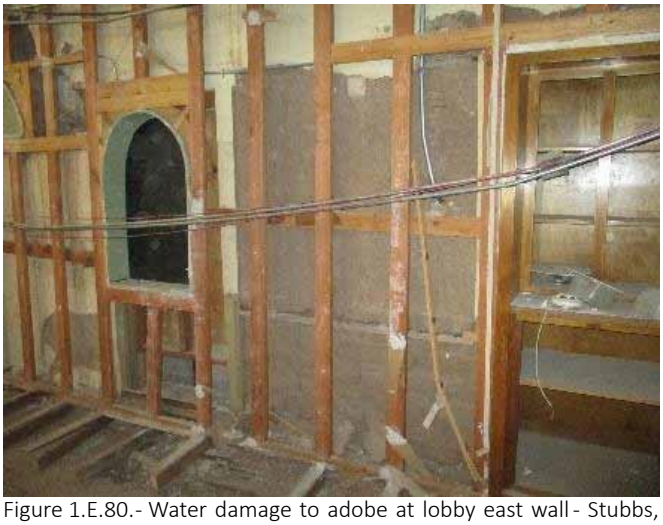


Figure 1.E.80.- Water damage to adobe at lobby east wall - Stubbs, Engineering 2018.

- The structural engineer's report recommends that the lobby floor structure be reinforced to support 100 psf live loads that would be required if the area is to be used for any type of assembly occupancy. In addition, a majority of the wood joists are in contact with the soil. While there are no signs of wood rot, this is a risk. If there is moisture introduced into the soil, either from a roof leak or plumbing leak, this condition could cause the wood joists to rot. It is recommended that the wood floor joists be replaced with adequate joists with an air space between the joists and the soil. Other methods of reinforcing the floor in place could be investigated, to limit damage to the historic floor by removing and reinstalling it, but the engineer is not confident that an alternative to removal and replacement would be adequate.

Some additional concerns were raised about the east side demolition operations and the repairs required following them, but these are all in areas of the building constructed in 1978 and are not issues that affect the historic structure.

c. Follow-up Assessments

In addition to an overall update of recommendations recommended in the 2018 report, specific additional structural engineering assessments should be made of the items discussed in the "Conclusions and recommendations" at the end of the previous section.

viii. Roofing

a. General

The roof was assessed by Jonathan Craig during a site visit in November of 2017. In October 2018 portions of the east 1978 additions were demolished. The roof has not been reassessed since this work was completed. Roof slopes were measured using a four-foot digital level at representative locations. Roof slopes may vary between these locations. The assessment consisted of a visual review. Core samples have not been taken of the roofing but may be warranted. Existing roofing was removed along the west parapet during the West Facade Rehabilitation and found approximately 6" of material between the roof surface and the wood deck, including a layer of wood fiber insulation over two layers of 1" thick extruded polystyrene over a previous bui;lt up roof.

Figure 1.E.81.- View looking south at roof over historic building. Note the significant scouring of the cap sheet membrane- JSCA 2017

The 2-story 1980 bank lobby addition was demolished in 2018, along with the south portion of the single story former office addition, leaving only the 2nd floor mechanical room, the portion of the former lobby addition under it, the large bank vault, and all the additions to the north of it. The roof configuration, roof slopes, roof-top equipment, and keys to the photographs in this section are shown on the Roof Plan (Figure 1.E.84 on page 1.E.41).

Figure 1.E.83.- View looking NW at high roof of historic building - JSCA 2017

b. Findings

Roof Configuration and Drainage

The roof of the remaining pre-1969 historic structure covers the 2-story portions of the building. This is generally in an L-shape and covers the historic lobby and the flanking 2nd floor rooms to the south, west, and north of it. The post 1969 additions include a roof over the 2nd floor mechanical room, at the southeast corner, and over the single-story vaults and offices to the east of the historic building and north of the large vault.

Figure 1.E.82.- View of historic building roof from roof of 1978 bank lobby addition (now demolished) looking west- JSCA 2017

The main portion of the historic roof slopes at from 1" to approximately 1-1/2” per foot, from west to east along the north-south roof, and from south to north at the east-west

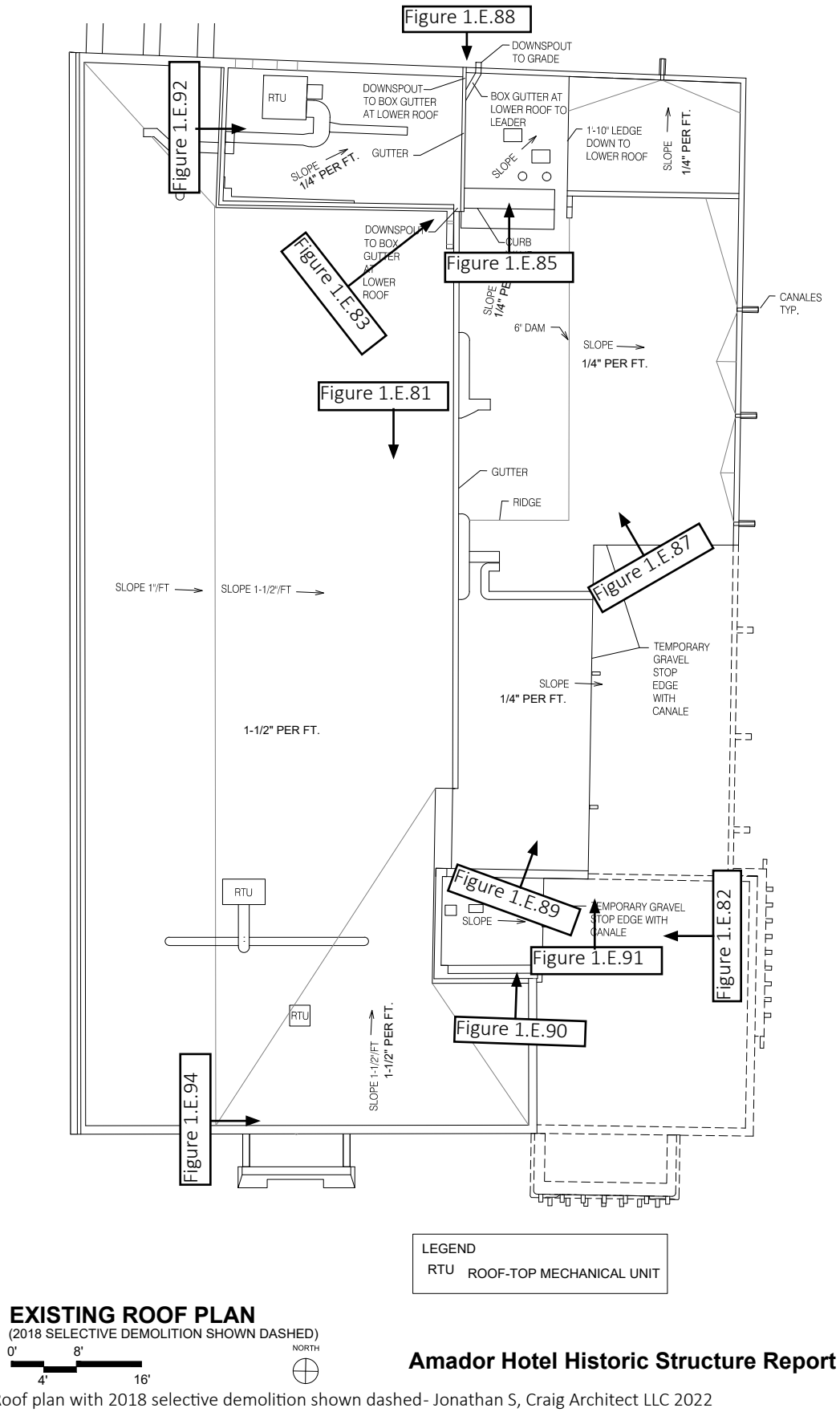


Figure 1.E.84.- Roof plan with 2018 selective demolition shown dashed- Jonathan S, Craig Architect LLC 2022

roof, with a valley running from the southwest corner at approximately 37 degrees to the south wall. The roof over the rooms to the north of the lobby, added in the 1920s, is separated from the remainder of the roof by a parapet and slopes at approximately ¼" per foot from west to east and over ½ per foot from south to north (Figure 1.E.92 on page 1.E.44), draining at the northeast corner to a gutter at the roof edge (Figure 1.E.85 and Figure 1.E.88). These roofs are all covered with a built-up bituminous membrane with a granulated cap sheet and drain to gutters at the roof edges (even at the north roof, despite most of the water draining to the northeast corner). At parapets, the field membrane typically transitions to a similar granulated-cap vertical flashing covered by a surface-mounted, painted sheet metal counterflashing that laps over the stucco. At a few of the interior parapets the roofing terminates under a sheet metal parapet cap. As shown on the Sanborn Maps the roofs over the historic structures were originally corrugated iron. This can be seen at the 1920s north room addition under the overhang at the east wall (Figure 1.E.88), although the 1927 Sanborn map shows the roof as composite. The gutter from the main roof drains to a large (approximately 8" square), single downspout at the north end, which transitions to a horizontal box gutter, of the same size, that runs through an opening in north parapet and transitions to a vertical downspout of the same size that runs down the exterior wall and discharges at grade (See "Grading and Drainage" assessment and

Figure 1.E.85.- View of downspouts from high roof gutters and horizontal box gutter- JSCA 2017

Figure 1.E.86.- View of NE storage room addition and a portion of the existing mechanical room roof looking NE with gutter at 1920s second story addition roof in the foreground- JSCA 2017

Figure 1.E.87.- View from 1978 single story east side additions looking at the 1920s second story addition. Note gutters and downspouts from second story roof draining to box gutter- JSCA 2017

Figure 1.E.88.- Roof overhang, gutter and downspout at northeast corner of north 2nd floor Room 202, showing underside of original corrugated iron deck from its construction in the 1920s- JSCA 2018

Figure 1.E.89.- Temporary sheet metal roof edge at 2nd floor mechanical room lapping over roofing instead of under it- JSCA 2019

Figure 1.E.90.- Temporary roof edge at large vault following demolition of east side additions has sheet metal under roofing. The cut metal deck and exposed steel joist at the remaining east side additions can be seen in background- JSCA 2019

Figure 1.E.19). The gutter from the roof of the 1920s second story addition drains to a single downspout at the northeast corner of this roof and discharges onto the same horizontal box gutter (Figure 1.E.85).

The non-historic 2nd floor mechanical room roof is separated from the historic structure by parapets and, prior to the demolition of the bank lobby, drained to a canale at the south end of the east parapet of the demolished lobby at a slope of approximately ⅜" per foot. Currently it drains to the roof edge with a sheet metal flashing that was installed after the demolition.

The roof over the single-story non-historic east additions is the same built-up system as elsewhere and drains at ⅛"-¼" per foot to canales at the east roof parapet. The roof is cricketed to the canales. Following selective demolition work, the northern portion of this roof continues this drainage pattern, but the remaining portion of the roof over the large bank vault sheet flows to a sheet metal drip edge. A portion of the north single story roof adjacent to the historic building drains to the north with a sloped transition aligning with the east edge of the small vault. At the northeast corner, where the storage room was added after the 1980 additions, there is an approximately 22" step in the roof with metal roof edge trim, such that the drainage from the roof that drains to the sloped transition drains over the step to the roof below. The latter drains at approximately ¼" per foot to two canales at the north parapet, one of which drains over the former electrical service. The roof is cricketed to the canales.

Roof-Mounted Equipment

Roof-mounted equipment includes two combination air-handling units, installed since 2009, mounted on the east roof with exposed, roof-mounted ductwork feeding into the historic building through the east wall via two windows at the second floor east balcony and down into the east addition. At the south end of this roof is a small condenser unit. The east portion of the ductwork from the south unit and the condensing unit have now been

removed as part of the 2018 demolition. At the north end of the east additions, over the main mechanical room, there is a large rectangular curbed opening covered by a sheet metal cap, two flues from the (now removed) boiler and two rectangular fresh-air intake goosenecks Figure 1.E.91). On the roof of the north 1920s addition there is an older air-handling unit from which a duct rises up and through the west interior parapet wall to distribute ducted conditioning through roof penetrations to the rooms to the west. At the south end of the historic building is a small rooftop condenser unit and a small packaged air-handler, with roof-mounted ductwork distributing to rooms through roof penetrations at the east and west. Above the second floor mechanical room over the bank lobby is a turbine ventilator and a rectangular gooseneck vent. There are roof vents distributed across all roofs, miscellaneous plumbing vents, gas lines and electrical conduits. The latter are concentrated on the single-story east addition roof.

Figure 1.E.91.- Roof-top mechanical units (not operational) and ductwork on single story 1980 east side addition roof. The right hand portion of the ductwork from the nearer unit and the condensing unit have now been removed as part of the 2018 demolition- JSCA 2017

Figure 1.E.92.- Mechanical unit and ductwork on north 1920s second story addition (not operational)- Kells + Craig Architects, 2009

Roof and Parapet Conditions

The age of the existing roof covering is unknown, although, based on its condition, it appears to be all from the same period. It is likely at least 20-years-old and probably older. The drawings for the 1980 addition refer to the roof as a "20-year built-up roof" but it is unlikely that the current roof is that roof. During demolition of the roofing over the east additions it appears that the current roof may be installed over a previous built-up roof, which is likely the 1980 roof. The building has not been reroofed since it came under the city's control in 2007 and there were no records of reroofing transmitted by Dona Ana County, the previous owner.

The limited roofing removal at the west parapet indicates that the current roofing over the historic building was installed over insulation and a previous built up roof. Core samples at other areas have not been performed. During demolition of the ceiling at the original skylight location over the main lobby it was noted that the roof deck is wood boards, except where it has been patched at the former skylight opening, where it is plywood.

The current roof at the 1980 additions is laid over wood fiber insulation on concrete on a corrugated steel deck, at the east former office addition, concrete with a lightweight topping over the large vault, and plywood over the small vault, former toilets, mechanical room and storage room.

The surface membrane has significant scouring, exposing some of the fibers beneath. The scouring is fairly uniform over the roof and there are no significant areas where past ponding is evident, although the roof has not been viewed following a rain event. The lack of evidence of ponding indicates that the roof is generally draining and that and

Figure 1.E.93.- The plywood patched roof deck over the former skylight in the main Lobby with board decking beyond.- JSCA 2021

water makes its way to canales or gutters, as intended.

The roof appears to have leaked in the past at various locations, as indicated by staining, but the only current leak appears to be over the 2nd floor mechanical room. This and/or previous leaks have caused some significant deterioration of the adobes at the east wall of the lobby. The leak has been recently repaired but did not appear to stop it. A proposal is under consideration to install a temporary separate roof structure over the existing mechanical room to better address the problem.

There is an area along almost the entire south parapet of the historic (pre-1969) building where there appears to have been significant deterioration and the roofing is covered with a layer of roofing cement for a distance of about three feet from the parapet and up the parapet wall to the counterflashing. The counterflashing is also very close to the top of the parapet at this location and roofing cement has been applied to the top of the counterflashing. There are widespread cracks in the parapet flashing, but intrusive investigations were not performed to determine if the cracks extend through the membrane. It is assumed, however, that the roofing cement was applied due to cracking in the flashing membrane. A portion of the counterflashing is missing altogether at the west end. This area of roof corresponds to the location where the former sign for the hotel was

Figure 1.E.94.- South parapet of historic building showing roof repair where former building sign was located & the rough textured stucco - JSCA 2017

Figure 1.E.95.- The historic sloped parapet is still in place around the south (top) and west (bottom) sides of the 1980 mechanical room addition. The sheet metal coping is from the 1980s addition. No remnants have been found of the original sheet metal coping.- JSCA 2021

mounted, although it is unclear why this would affect the current roof, since the sign was likely removed long before the roof was installed. It is possible that, due to the relatively steep slope of the roof, the entire roofing system slipped, causing the parapet flashing to rupture. Fortunately this occurs at the high side of the roof slope but there is potential for leakage, especially at the parapet flashing, which likely was occurring prior to the repair.

The condition of the stucco parapets is fair to poor. There is widespread spalling and cracking at the southeast corner of the non-contributing addition and the east parapet. The south parapet of the historic structure has very rough stucco on top, which could have been makeshift repairs or possibly the south wall was re-stuccoed and it was never finished at the parapet top. Surprisingly, the tops of the parapets at the west and north primary adobe bearing walls of the historic building are generally in better condition than elsewhere. Demolition of the stucco at the west parapet for the West Facade Rehabilitation revealed a radiussed concrete cap poured over the wood plate at the top of the combination wood stud and adobe wall.

The original sloped parapets at the east end of the south wing and north end of the west wing are still in place and run tight up against to the 1980 mechanical room walls at the former and the 1920s second floor addition at the latter. They have sheet metal parapet copings/flashings that appear to date from 1980. No remnants of the pre-1969 sheet metal copings have been found.

The stucco at the west parapet of the historic structure has been removed as part of the West Façade Rehabilitation, along with a strip of roofing adjoining it and a new TPO membrane has been installed from the existing roofing up the parapet, lapping over the top and terminating at a metal flashing on the outside face of the parapet to lap over the new lime plaster. A replica of the historic sheet metal parapet cap will be installed in future rehabilitations. See Figure 1.E.34 on page 1.E.19 and the previous assessment section of exterior walls for additional information on the West Facade Rehabilitation.

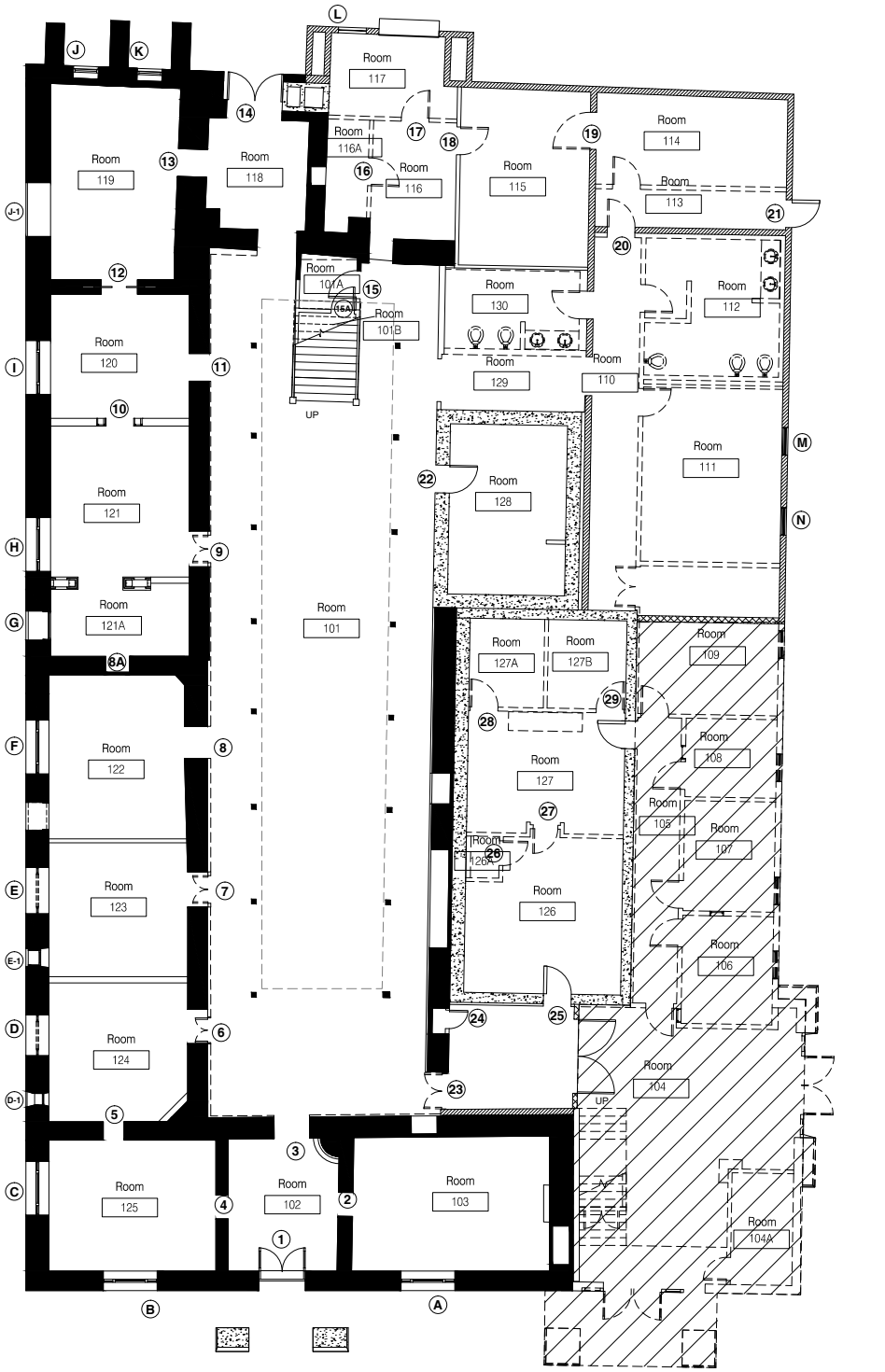
c. Conclusions and Preliminary Recommendations

The existing roof covering is past its useful life and should be replaced. Due to the positive drainage at the historic structure, significant localized areas of deterioration that may lead to roof leaks are not apparent. Areas where the counterflashing is detached (such as at the northeast corner of the east additions) or is missing altogether (such as at the south parapet) should be repaired or replaced. Depending on the schedule for renovations, the roof could serve a few more years with careful monitoring and repairs. The roof should be regularly monitored for leaks on the interior and repairs made as required as a stop-gap measure. A priority is to repair the leak over the 2nd floor mechanical room that is threatening the east wall of the lobby.

Reroofing should be a priority for the first phase of renovations, if the entire project is not completed in a single phase. Protecting the historic resource from moisture penetration through the roof is the first priority in stabilization of historic structures, particularly those built of adobe. The stucco parapets should also be inspected in detail for cracks and these should be filled with stucco or sealant to prevent moisture migration into the adobe. The current West Facade Rehabilitation will provide a watertight installation at the west parapet to protect the west wall adobe and new lime plaster and constitutes more than half of the total length of parapets. The potential weak areas are the junctions between the original historic adobe structure and the later additions. These areas should be closely monitored.

Although it appears to have been in place for some time, the concentration of roof flows from the historic building into a single gutter and downspout risks significant damage to the building should it fail. A better distributed drainage system is recommended along with addressing the grading and drainage issues discussed under the preceding site assessment section.

THE KEY PLANS FOLLOWING SHOULD BE USED FOR WINDOW, DOOR, AND ROOM DESIGNATIONS REFERRED TO IN THE CORRESPONDING CONDITIONS ASSESSMENT SECTIONS FOLLOWING



1ST FLOOR EXISTING DOOR & WINDOW KEY PLAN

0' 8' 4' 16'

Amador Hotel Historic Structure Report

Figure 1.E.96.- 1st floor key plan. Dashed lines indicate items removed during selective demolition 2018-21. Portion of building demolished 2018 shown hatched. Missing designations for doors & windows are in the post 1969 additions, which have not generally been assessed.

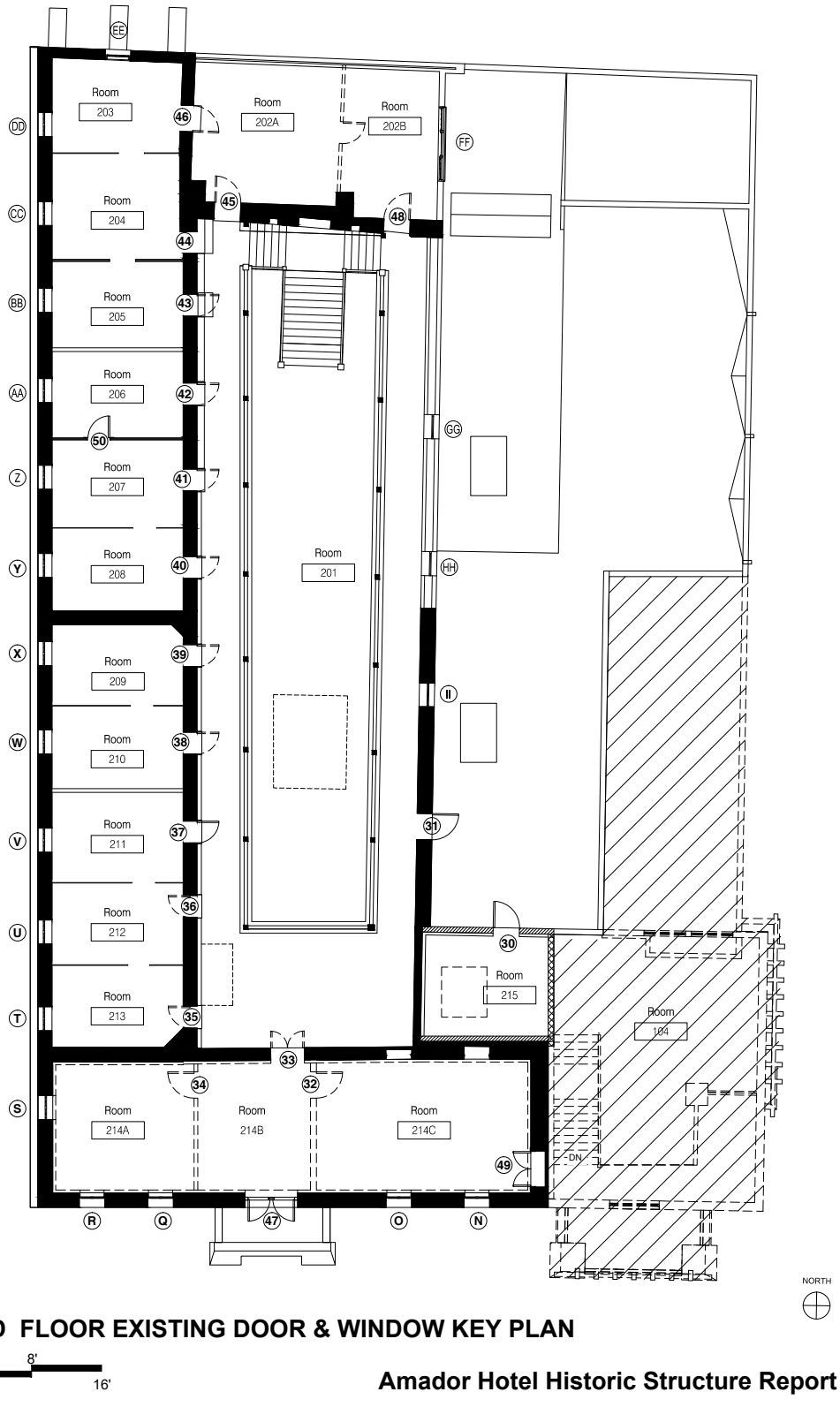


Figure 1.E.97.- 2nd floor key plan. Dashed lines indicate items removed during selective demolition 2018-21. Portion of building demolished 2018 shown hatched. Gypsum board removed from walls between 2nd floor west rooms not shown so former door openings are visible. Missing designations for doors & windows are in the post 1969 additions, which have not generally been assessed.

ix. Windows

a. General

Overview

There are 33 windows or former window openings in the historic building that are known to predate the 1969 bank additions- 10 on the first floor and 23 on the second. Two windows in Room 119 that were installed post 1969 are not included in the total and were blocked up at the interior in 2017 but are still visible on the exterior. An opening that was discovered below newer finishes on the west wall of this room was known to be a door in the 1950s and 60s but is thought to have been a window prior to the 1946 renovations, matching others at the west facade. The window is included in the total. A new window matching others at the west facade is being installed in this opening as part of the West Facade Rehabilitation. Windows D and E, in Rooms 124 and 123 respectively, have been removed along with the wall below them, and new custom doors and screen doors are to be installed in the West Facade Rehabilitation to match those seen in the 1936 photograph.

There are three openings for former windows, with original trim and casings, that were also uncovered during selective demolition. One between Room 103 (Parlor) and Room 101 (Lobby), blocked on the Parlor side, was presumably in an exterior wall, prior to the old courtyard being roofed over for the lobby, when the second floor was added. Directly above this window on the 2nd floor, between Room 214 and the south balcony, is a similar window opening, for which the frame and casings remain, that was uncovered in the 2nd phase of selective demolition work. The window opening is only visible from the room side and has been blocked with plaster on lath at the balcony side. These windows are visible in a photograph dated 1915, and shown in the Chronology of Development section (Figure 1.B.49 on page 1.B.26). The third opening for a former window is on the second floor between the Lobby and Room 202 and became a recess in which a large painting was hung, shown in several photographs after the 1920s, when the window was blocked up to construct Room 202. The window can clearly be seen in the earliest photograph of the Lobby taken facing north from the 1910s.

There is a wide variety of window types from many different eras. The general age of windows has been determined from historic photographs, but the age of some windows is unclear. It is also not known if any of the windows have been rebuilt in their historic form. All windows, except for a couple of aluminum vertical sliding units inserted in older frames, are wood.

The windows on the west elevation are being rehabilitated as part of the 2021-22 West Facade Rehabilitation. Window frames have been repaired in place in accordance with the Secretary of Interior's Standards, using epoxy consolidation, insertion of Dutchmen (short pieces spliced into frames where deterioration occurs), or replacement of entire members, such as rails or stiles, where they are no longer repairable. The latter was the case at several of the first floor sills and some of the vertical mullions, which were severely deteriorated. No frames required total replacement. The work is being undertaken by Plum Alley Windowcraft of Houston, Texas, as a subcontractor to Sandoval Construction of Las Cruces. The sashes were removed and rehabilitated at their shop in Houston, and reinstalled and made fully operable with new hardware, where required, matching the existing, or of an appropriate design where no historic hardware is unavailable to match. One pair of casement sashes, for Window U in Room 212, is being custom replicated, since they were cut in half to install an air-conditioner when the building was under Dona Ana County ownership.

Assessment Methodology and Documentation

Assessment of windows was carried out through multiple field visits by Jean Fulton over a period of weeks and supplemental reviews by Jonathan Craig. Data was collected using a schedule produced in MS Excel. This includes detailed information on window types, sizes, age, glazing, hardware, and trim, including assessment of the condition of elements, where feasible. The assessments were performed prior to the work on the west façade, so the exterior condition of second floor windows, except where accessible from roofs, was only determined from the building interior, due to the height of the windows from the ground and the lack of appropriate equipment to access them, and the fixed acrylic window screens installed at the second floor windows. Almost all windows were fixed in the closed position with wooden astragals, were painted shut or were otherwise inoperable, so they could not be opened to inspect the exterior frames and sashes where access was not possible from the exterior.

Following the field work, the information was entered into the Excel spreadsheet and photographs of the windows were also included. Due to the size and extensiveness of these schedules they are included in the appendices. This summary, final formatting, and coordination of the schedules was undertaken by Jonathan Craig for inclusion in this report. Windows are identified by alphabetical letters, which are shown on the Key Plans (Figure 1.E.96 and Figure 1.E.97 on page 1.E.48). The assessment only includes windows remaining after the 2018 selective demolition of non-contributing bank additions at the east side. This summary only includes windows in the historic structure.

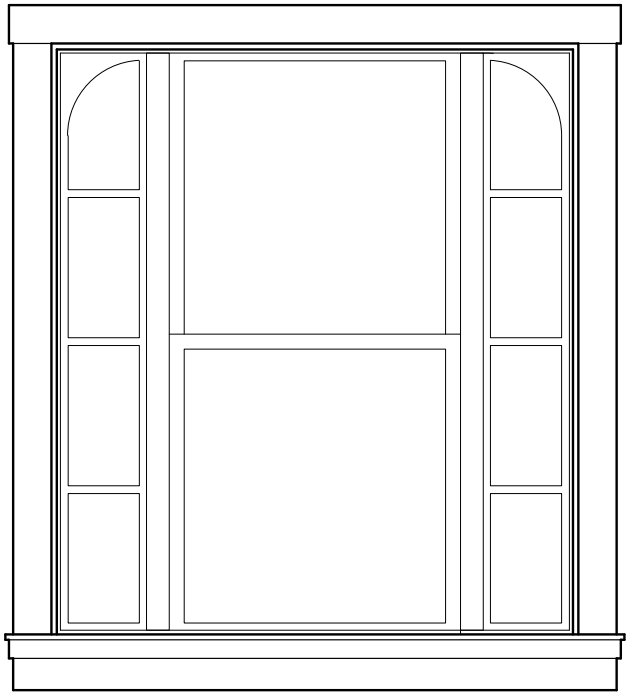
b. Findings

Window Types and Chronology

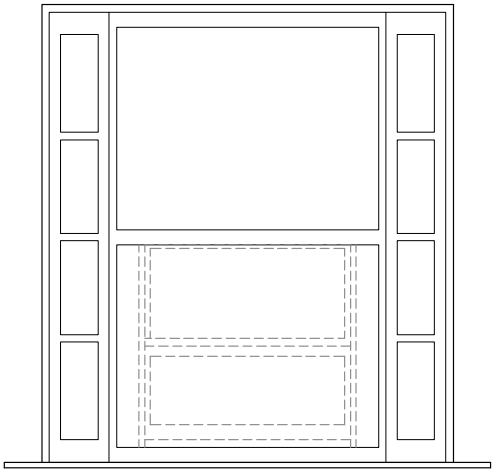
There is a variety of window types dating from different periods of the building's chronological development. Most window openings on the first floor of the historic building appear to date from the building's original construction, although several of them have been modified at various times. Those at the second floor date from various periods but the exact dates that they replaced the double hung units seen in photographs up to about 1925 is unknown. There are six different window types in the historic portion of the building (pre-1969), with some minor variations within those types. This includes the windows changed to accommodate air-conditioning ducts at the east balcony, which appear to be the historic pre-1969 frames and from which the sashes have been removed and stored. It does not include the former bathroom windows, likely installed in the 1946 renovations, all except one of which were removed in the 2021-22 West Facade Rehabilitation. All of these windows were obscured by stucco at the exterior since the 1969 bank renovations and at the interior by gypsum board or plaster. The windows were revealed at the interior during the Amador Hotel Foundation rehabilitation work prior to 2017 and during the 2021-22 West Facade Rehabilitation. The one remaining, in Room 124, has been blocked up again from the outside, as had been the case following the 1969 bank renovations, but remains as an interpretive element on the interior. The remainder of the bathroom window openings have been entirely blocked up. This work was approved by HPD, since they were not present in the 1936 photograph, the reference for the West facade Rehabilitation.

Window types include fixed, double hung, casement, and awnings, some being combinations of those. Although located in older openings, it appears that none of the extant windows date from the earliest photograph from 1885. The extant first floor windows, with a combination of a double hung unit, flanked by vertically divided

1ST FLOOR WINDOW STYLES



STYLE 1



STYLE 2

Figure 1.E.98.- Interior views. Left: Window style 1, at the south and west facades on the first floor, has a central double hung unit mulled to multi-light formerly operable casements each side. Right: Window style 2, has a central double-hung unit flanked by multi-light fixed units. At window E the bottom portion of the double hung sash has been replaced with a modern vertical sliding window (dashed).These were replacements for doors, which are being restored as part of the West Facade Rehabilitation.

Figure 1.E.99.- Window Style 1 exterior- (Window B). The windows on the west facade are currently being rehabilitated. Jean Fulton 2018.

Figure 1.E.100.- Window Style 2 exterior. (Window D shown). Double hung sash has been replaced with fixed panes. The window was replaced with a pair of replica doors as they appeared in a 1936 photograph- Jean Fulton 2018

sashes, in a masonry opening with rounded corners at the top, first appear in photographs dated 1905-1910. The flanking sashes are inoperable and were originally thought to be fixed units, but evidence of hardware was found during the 2021-22 rehabilitation that shows them to have been inward-opening casements. Most, if not all of the 2nd floor windows appear to have been 2 over 2 double hung units. These have since been replaced by the characteristic pairs of 4 x 1 x 4 casements at the south and north elevations, and 2 x 2 x 2 x 2 casements at the west elevation. The latter were thought to have been installed after 1969, replacing those of the type found at the east elevation (1 x 1 x 1 x 1 units replaced by the city of Las Cruces to install air conditioning ducts), but more study indicates that they may have been present in the 1930s. Others, such as Window D, in Room 124, which was originally a pair of doors, became a window again (likely sometime in the 1950s) and an opening in the west wall of Room 119 that has since been blocked up, appears to have originally been a window, then became a door. Similarly Window C in the west wall of Room 125 was originally a door in 1885 but by 1925 was a window like that on the south wall of the room.

Figure 1.E.102.- Window opening, casing, and trim remaining from window between the south balcony and Room 214, blocked up on balcony side. JSCA 2021

Figure 1.E.103.- Window opening, casings, & trim remaining from former window between Room 103 & the Lobby (Room 101), blocked up on Room 103 side. JSCA 2018

Figure 1.E.101.- Bathroom window Room 124 interior (Window D-1)- obscured at exterior, likely dating from the 1946 renovations and retained in 2021 . Other bathroom windows were removed in 2021. Jean Fulton 2018

Frames and Sash Conditions

Exterior window frames and sashes have significant paint losses, the wood is dried out and exhibits checking. There has been an apparent lack of maintenance at the exterior and the severe exposure to sunlight and wind at the west and south facades, where most of the windows are located, has caused their deterioration. There is rot at the sills of the first floor windows. This has been exacerbated by a concrete sill poured up against the original wood sill, which has trapped water between the two. During the 2021-22 rehabilitation it was found that the currently visible concrete sill is poured over a former concrete sill, visible in a photograph from 1936 (Figure 1.B.26 on page 1.B.13), which ran under the original wood sill. The original concrete sill appears to have been installed due to failure of the deep, almost-flat plaster finished sills, visible in a photograph from 1925 (Figure 1.B.24 on page 1.B.12). The interior wood stool (sill) was also found to be installed over an earlier stool that was warped. The current stool is also warped and partially buries the bottom sash rail. The concrete sills at the exterior are also bowed or warped at almost all of the sills and most drain back towards the window, further exacerbating the rot conditions at the wood sills. The concrete sills have all been removed and the new sills run under the wood sill, separated with an EPDM sheet moisture barrier, and sloped to drain to the exterior. To reduce the likelihood of steel corrosion and

Figure 1.E.104.- Window H, Room 121, typical of Window Style 1, showing paint deterioration, missing window pane boarded up and missing glazing putty. The wood sill is buried behind a concrete sill, leading to deterioration. The wood sill was replaced and the window completely rehabilitated in 2021-22- JSCA 2021

Figure 1.E.105.- Detail of deterioration at head of Window H. The lintel appears to have settled and cracked the frame head at two spacer blocks- JSCA 2021

Figure 1.E.106.- Detail of deteriorated wood sill and mullions at Window H. This damage has been repaired as part of the West Facade Rehabilitation- JSCA 2021

Figure 1.E.110.- Window C at Room 125,

future deterioration of the concrete sills, they are being constructed of with fiberglass reinforcing rods.

As noted above, the first floor windows on the south facade (the only remaining pre-1969 windows on the first floor that will not have been rehabilitated following the current project) exhibit the same deterioration and construction issues as those on the west facade, and so can be assumed to require a similar degree of rehabilitation. The lower sash of the double hung unit in Window A, in Room 103, was broken out by vandals and may need to be completely replaced.

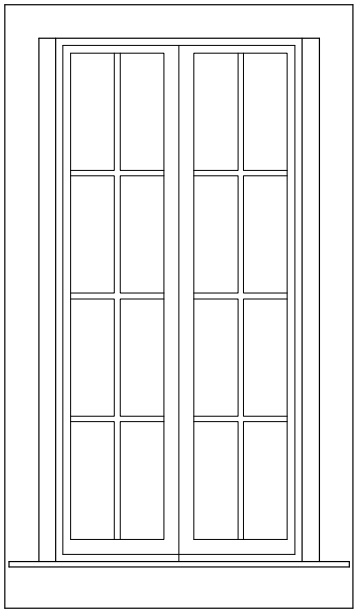
Prior to the 2021-22 West Facade Rehabilitation, it was not possible to open any of the double-hung windows on the first floor, other than the modern aluminum vertical slider that is installed in the bottom sash opening in Room 123 (Window E). Those on the west facade are now all be operational following the rehabilitation.

Figure 1.E.107.- Interior of Window F, in Room 122, following removal of newer stool, showing bow in the original stool. The condition was typical of those at the first floor. Plum Alley Windowcraft, 2022

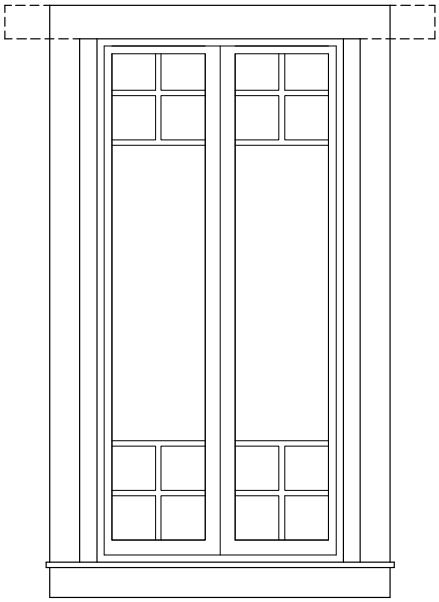
Figure 1.E.108.- Interior of Window F, in Room 122, following removal of stool and sill, showing new sill spliced in and mortised into mullions. Plum Alley Windowcraft, 2022

Figure 1.E.109.- Exterior of Window F following removal of two concrete sills showing the deterioration of the sill. Plum Alley Windowcraft, 2022

2ND FLOOR WINDOW STYLES



STYLE 3

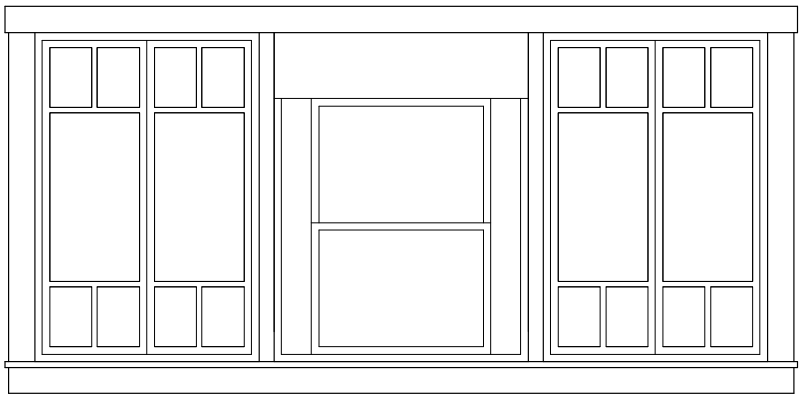


STYLE 4

Figure 1.E.111.- Interior views of 2nd Floor inward-opening casement sashes, Style 3, typical at the west facade, and Style 4, also inward opening casements, at south and north facades. The dashed line at the header represents the condition at Windows Q and R in Room 214. JSCA 2022

Figure 1.E.112.- Window Style 3 interior, typical at 2nd floor, west facade- Jean Fulton 2018

Figure 1.E.113.- Window Style 4 interior, (Window Q, Room 214) typical at south and north facades-JSCA 2021



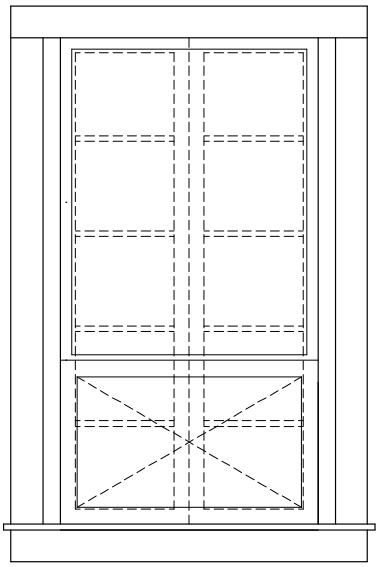
STYLE 5

Figure 1.E.114.- Window Style 5 at east wall 2nd floor Room 202, with a center double hung unit mulled to inward-opening pairs of casement sashes each side. The double hung window is a contemporary aluminum unit that may have replaced casements matching those on either side. JSCA 2022

Figure 1.E.115.- Window Style 5 (interior of Room 202). The double 2x1x2 inward opening casements each side, although similar, do not match the pattern of Style 4 or any other style. It is not known if these were relocated or a recent addition, since this window was not present in a 1960s photograph (see below)- Jean Fulton 2018

Figure 1.E.116.- Detail from 1960s photograph showing what appears to be a door and possibly a corner window at the east wall of Room 202. Since the entire wall appears to have been converted to wood frame after 1969 the current window may date from that time unless it was relocated from the demolished east additions. RGHC

Figure 1.E.117.- Undated photograph of what appears to be the north wall of room 202A (now removed), showing two pairs of windows with paired sashes that may match Style 4. Courtesy Martin Campbell Jr.



STYLE 6

Figure 1.E.118.- Window Style 6 at 2nd floor east balcony. The dashed lines represent the 1x1x1x1 inward-opening casement sashes that where removed for the installation of air-conditioning ducts and are now stored in the large vault. JSCA 2022

Figure 1.E.119.- Balcony window today showing fixed insulated aluminum framed unit in original wood frame above HVAC intake. Jean Fulton 2018

Figure 1.E.120.- Sashes of former balcony windows now stored in the large vault. JSCA 2019

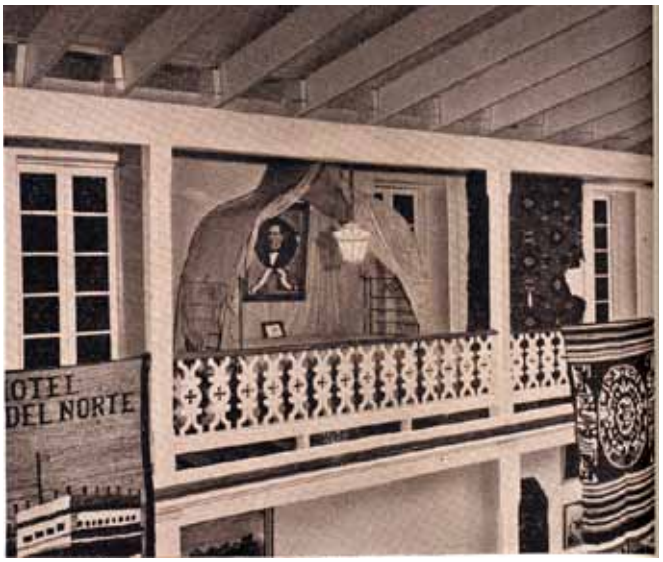


Figure 1.E.121.- Photograph from 1946 showing similar windows to 2009. Holiday Magazine November 1946.

The plastic storm panels were removed at the second floor windows on the west facade and the frames repaired in-place, using a mixture of epoxy consolidants and spliced sections as appropriate and recommended under the Secretary of Interior's Standards.

All the inward-opening casement windows on the south, west, and north facades of the second floor are secured shut by central vertical astragals and are painted shut also. All the second floor windows on the west facade are being rehabilitated and made operable again. The weather exposure on the west wall is probably the most extreme of any of the facades, so it is reasonable to assume that similar conditions may be encountered on other facades but that sashes can also be rehabilitated.

The masonry opening and interior casings at Window O, in Room 214, is severely racked but the window sashes and exterior of the frame have been straightened, most likely when the building was stuccoed in 1980. This may present some challenges when the exterior is replastered with lime plaster, but how to resolve it cannot be determined until the stucco around the window is removed.

The windows at the first floor east side of the building (windows M-1 and M-2) date from the 1980 addition and are wood double-hung units with aluminum double glazing inserts. They are in good condition. The windows on the second floor on the east side of the balcony are fixed insulating replacements of wood casements and were installed after 2009, to infill above mechanical system ducts that were installed in the original window openings. The removed wood casements were stored in the large vault during the second selective demolition project. The removed casements appear to be the same as those evident in photographs from 1946 and the window frames appear to be original also, possibly dating back to the original double hung windows visible in photographs from the turn of the 20th century. It has not been determined if the frames still have sash weight pockets but once the inserts can be removed these may be discovered.

Figure 1.E.122.- Window O, in Room 214, showing the opening is racked but the sash has been straightened (likely when the building was stuccoed in 1980). JSCA 2021

Figure 1.E.123.- View of a 2nd floor east window prior to the removal of the sashes to install air conditioning ducts. Kells + Craig Architects, Inc. 2009

Glazing

Most of the glass appears to be relatively blemish-free, indicating it is machine-made. A full inventory of all glass panes has not been conducted to determine if it exhibits waviness, striations and/or air bubbles, which would indicate it is hand-blown, and dates from before about 1940. However, since most of the first floor windows appear to date from 1905-1910, just before the invention and widespread availability of machine-made glass, some of the current glazing may be hand-blown. Blown glass was made by one of two methods; crown glass (an older method), formed by twirling a disk of molten glass and cutting the outer sheets of the disk into panes; and cylinder glass, formed by blowing a cylinder that was then flattened into a sheet and cut. Crown glass exhibits radiating parallel lines and cylinder glass exhibits straight parallel lines.

There are a number of missing or broken panes of glass and widespread deterioration and loss of glazing putty. All glass, except that in the more recent windows on the east side, is putty glazed. All the second floor windows on the west side are being re-puttied, and broken panes are being replaced, but all existing unbroken glass is being reinstalled.

Hardware

The only windows that currently have latching hardware are the removed sashes from the east balcony windows and the small remaining bathroom window in Room 124, which is obscured by the exterior stucco. These are of vintage type, but the age has not been determined. It is likely from 1946 when extensive remodeling was done to upgrade the building. Only some hinges were found when sashes were removed for rehabilitation at the west facade. All other hardware was missing and reproduction historic window hardware installed, based on the "ghosting" and screw holes from hardware found on the sashes.

Conclusion and Preliminary Recommendations:

While the general condition of windows is good, considering their age, minimal maintenance, and environmental conditions, the deterioration encountered at the first floor sills is significant. However, as has been demonstrated through the 2021-22 West Facade Rehabilitation they can be repaired and made operational in accordance with the Guidelines contained in the Secretary of Interior's Standards for Treatment of Historic Properties. It is likely that the two first floor windows on the south facade, in rooms 103 and 125, will exhibit similar deterioration and so can also be rehabilitated.

All broken or missing glazing should be replaced and glazing putty should be repaired wherever it is cracked or missing. (Note: putty should be tested for the presence of asbestos-containing material, prior to any re-glazing or repair work.). Few, if any windows appear to require complete replacement based on their condition. However, a final decision may not be possible on all windows until the sashes can be removed to allow a full assessment of both the sashes and the frames.

x. Doors and Door Openings

a. General

Overview

There are approximately 49 doorway openings that remain in the pre-1969 portion of the building, following the 2018 and 2021 selective demolition projects. Some may never have had doors. It appears that only 11 doors (4 on the first floor and seven on the second) predate, or could pre-date, the 1969 bank renovations and additions. These are as follows:

- The main front door from Amador Avenue (Door 1) from 1946
- The door to the closet from the lobby under the lobby stairs (Door 15), which is likely relocated
- The door within the closet to the space under the first run of the stair (Door 15A) also relocated
- The pair of pocket doors between Rooms 120 and 121 that appear to have been relocated and were formerly hinged
- Doors 35 through 39 to Rooms 208 through 213 at the south end of the second floor west rooms, 3 of which are louvered and appear to have been replacements in 1946 for screen doors, rather than room doors
- A single 4-panel door between Rooms 206 and 207 on the second-floor, found after removal of contemporary gypsum board and furring
- A pair of glazed doors from Room 214 to the exterior that led to a small apartment over the former casitas at the east side, now demolished.

Prior to the 2021 selective demolition project there were numerous doors that were clearly from the bank renovations or later that were in historic frames and/or openings, many of which likely date to the addition of the second floor in 1885, or to the early years of the 20th century. Most of the post-1969 doors have been removed, except two exterior doors, Door 14, to the north at the first floor, and Door 47, to the roof of the portico.

Not included in the door opening count are three historic former door openings on the east wall of the Lobby, two of which were blocked by the 1980 vault addition. Following the 2018 selective demolition, trim and portions of frames for these doors were revealed. All of these door openings show up in photographs of the building interior from the early years of the 20th century. More detailed study is required of these to determine how they might be incorporated into the building's rehabilitation.

Seven door openings were discovered between the former guest rooms off the west balcony, one of which, noted above, still has a door. It is unlikely that there were openings between these rooms when the second floor was built, but the current openings all appear to pre-date the 1969 bank renovations. It appears that some of the rooms may have had bathrooms added, so these doors could have been used to access those, and to provide more generous accommodations. It is known that there were a number of changes made during the short ownership by the Pauls in the late 1960s, so some of the openings could have been from that era. Some of the wallpaper appears to have been applied after the openings were in place.

Assessment Methodology and Documentation

Assessment of doors was carried out through multiple field visits by Jean Fulton using schedules, included in the appendices, in the same manner as the data collection for windows. Additional assessment, this narrative summary, final formatting and editing, and coordination of the schedules was undertaken by Jonathan Craig for inclusion in this report. Doors are identified by numerical figures, which are shown on the Key Plans. The assessment only includes doors remaining after the 2018 and 2021 selective demolition projects, including historic doors stored for reinstallation. Some doors that are known to be or are obviously part of Citizens Bank or later renovations and additions were not assessed.

Findings

Door Styles

The remaining doors that pre-date the 1969 bank renovations are in seven different styles. The following pages show elevations and photographs of each style. The styles are referred to in this narrative description as well as in the schedules in the appendices. The style nomenclature was initially developed by Jean Fulton for the National Register Nomination submitted in 2014. It was not known at that time which doors pre-dated the bank renovations and thus some of those that did were given a style designation. Those styles are not included in this report, and thus there are gaps in the letter designations.

Pre-1969 Doors in Pre-1969 Frames: The two pairs of exterior doors that predate the bank renovations are the main entrance off Amador Avenue (Door 1) and the door from the second floor to the balcony over the portico (Door 47). As noted above, the latter pair are sealed shut, although they appear to be capable of being made operational again. However, their current lack of operation limits the amount of assessment that can be undertaken.

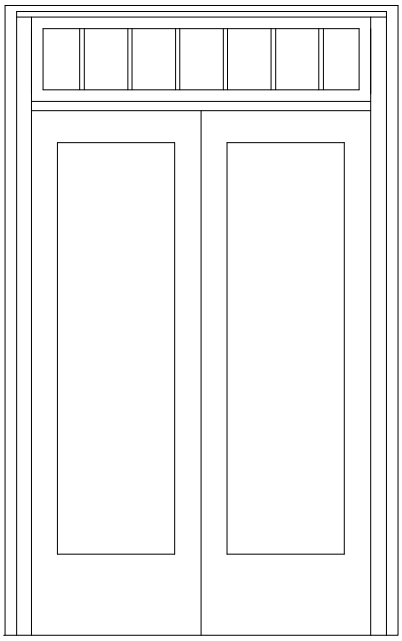
The front door (Door 1) appears to date from the 1946 renovations and shows in a photograph of that date (Figure 1.E.139 on page 1.E.65), while the frame and transom appear to be original (from at least 1915 and potentially from 1885). It consists of a pair of inward-opening, solid wood, stile and rail, fully glazed doors and a transom divided horizontally into seven identical panes by narrow wood ogee profile muntins (Style C). The doors have no lock rail. The original doors that appear in a 1915 photograph had two vertical lights each door with equal width solid raised panels below. These appear to have remained through 1936 but had been replaced with the current doors in a 1946 photograph. The overall condition of the doors, frame, and transom is good. They feature hinges, likely original to the doors, or even their predecessors, and a modern floor bolt and deadbolt. The opening has a rough-hewn (adzed) exposed lintel above the transom, likely added in 1946 as a Pueblo Revival element.

The door to the balcony above the portico (Door 47) features a pair of outward-opening, solid wood stile and rail, fully glazed doors, but with diamond-pattern muntins (Style G). The transom consists of four panes horizontally separated by muntins similar to the front door transom. The transom shows in a 1925 photograph but, like that over the front door, likely dates to the early 20th or late 19th centuries. The original doors appear to have matched the original front doors, were evident in the 1946 photograph, and are just discernible in a photograph from 1968. So the current doors were installed as part of the bank renovations. The condition of these doors, frame and transom is similar to the front door but they are fixed shut, so could not be fully evaluated. There is no hardware other than hinges. It should be noted that the radiussed corners of the stucco at the exterior are not reflected at the corners of the transom at the interior. Originally the opening had square corners at the exterior and featured the "hooded" wood trim characteristic of the second-floor windows. The change can be seen between the two photographs from 1946 and appeared along with the new Pueblo-Revival portico.

All except one of the remaining doors that appear to predate 1969 are raised panel doors. Door 15, from the lobby to the closet under the stairs is of stile and rail construction with five horizontal recessed flat panels (Style J) with ogee profile moldings. The age of the door is not known but a door of similar design can be seen in a photograph ca 1916 on the west side of the stair leading to the back entry, Room 118 (see Chronology section, Figure 1.B.81 on page 1.B.44). It also matches the design of Door 12, between Room 120 and Room 119 (see below). Prior to the selective demolition, there were also three doors that matched this design, leading from Room 116

(Continued page 1.E.65)

DOOR#1 - MAIN ENTRY DOORS



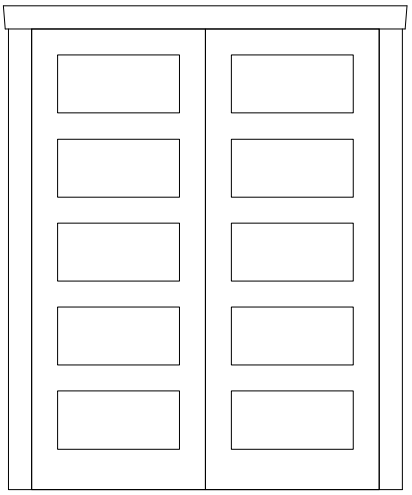
DOOR STYLE C

Figure 1.E.124.- Interior elevation of Door Style C (front entry Door #1 from Amador Avenue). Fully glazed doors from 1946 with original 7-pane glazed transom from at least the early 20th century- JSCA 2021

Figure 1.E.125.- Above, Door 1, Style C exterior. Top, view of lintel and transom - Jean Fulton 2018.

Figure 1.E.126.- Above, Door 1, Style C interior. Top, vintage hinge- Jean Fulton 2018.

DOOR #12 - POCKET DOORS BETWEEN ROOMS 119 AND 120



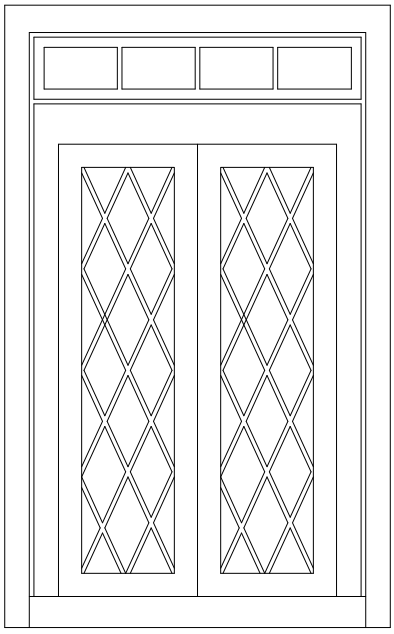
DOOR STYLE E

Figure 1.E.127.- Elevation of Door 12 between Rooms 119 & 120. Raised panel door. Age unknown, but example of similar style doorscan be seen in photograph ca 1915. Doors likely relocated from Door 10 and were formerly swinging- JSAC 2021

Note: Door styles shown are all believed to be pre-1969. Doors Styles A, B, D, and F are all post-1969 doors and are not shown.

Figure 1.E.128.- Door 12, Style E- Jean Fulton 2018.

DOOR #47 - DOORS FROM ROOM 214B TO PORTICO

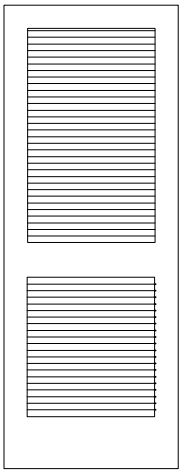


DOOR STYLE G

Figure 1.E.129.- Interior elevation of Door Style G (Door 47 from Room 214B to Portico)- JSCA 2021

Figure 1.E.130.- Door 47, Type G- Jean Fulton 2018

LOUVER DOORS TO ROOMS 211, 210, & 209

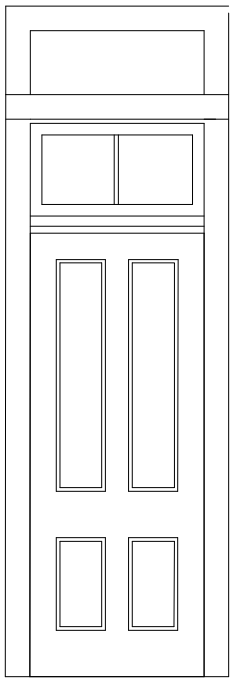


DOOR STYLE H

Figure 1.E.131.- Louver door, Door Style H found in Rooms 209, 210, & 211- JSCA 2021

Figure 1.E.132.- Door 38, Room 210, Style G. The original room door, which no longer exists, was likely door style I, & this door replaced the original screen door in 1946 - Jean Fulton 2018

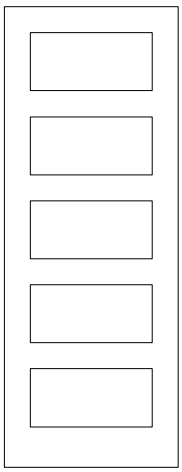
4-PANEL DOORS TO ROOMS 211, 210, 209, 206, & 15



DOOR STYLE I

Figure 1.E.133.- Elevation of 4-panel Doors 35 & 36 from balcony side showing glazed transom and second solid transom above- JSCA 2021

5-PANEL DOOR AT ROOMS 15



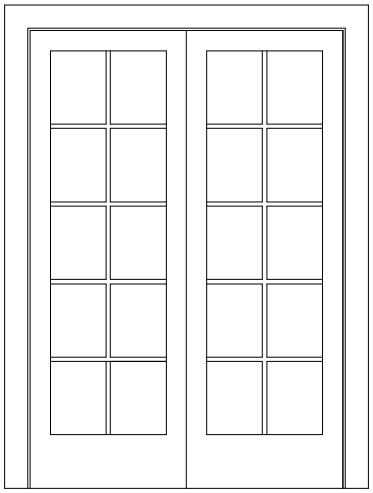
DOOR STYLE J

Figure 1.E.135.- Elevation of 5-panel interior door- JSCA 2021

Figure 1.E.134.- Door 36, Style I from room side. Second transom was revealed when dropped ceiling was removed. Door was removed and stored (right). See Figure 1.E.144 on page 1.E.67 for view of transom from Balcony side- Jean Fulton 2018 (left), JSCA 2021 (right).

Figure 1.E.136.- Door 15, Style J - Jean Fulton 2018.

GLAZED DOORS TO EXTERIOR FROM ROOM 214 (OBSCURED AT EXTERIOR)



DOOR STYLE K

Figure 1.E.137.- Elevation of glazed exterior door

Figure 1.E.138.- Door 49 in Room 214-

Figure 1.E.139.- 1915 photograph showing Door 1 as a pair of 2-panel glazed doors with solid panels below. Note also the former Door 33 at top, which appears similar to Style I. Image 00040224 RGHC.

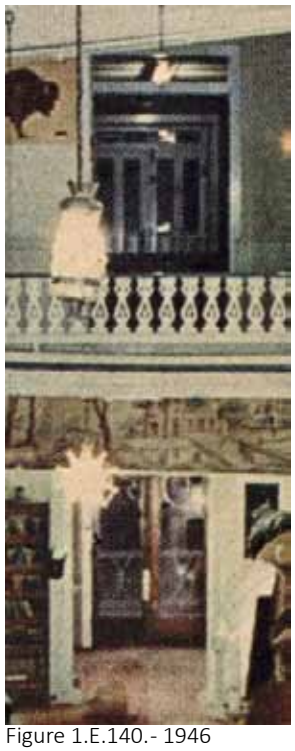


Figure 1.E.140.- 1946 photograph showing current front doors and pair of glazed doors at Door 47 similar to the front doors shown in the previous photograph. Holiday Magazine November 1946.

(at the north end of the lobby) to Rooms 116A (Closet), 117 (drive up teller) and 115 (mechanical), all of which were removed and stored in 2021. Since these were all in walls that were installed as part of the bank renovations (as documented on the 1969 bank renovations floor plan), it appears that they are reproduction historic doors or were relocated within the building, but they appear newer than Door 15, do not appear to have multiple paint layers, which would be expected on an older door, and are thicker (1-¾" vs. 1-⅜").

Photographs from 1968, from the final days of the hotel, also show identical style doors from the lobby to the first floor west rooms and to the bathrooms within the rooms. However, it is not known when they were installed. Door 15 is in good condition and has contemporary hardware. The opening is original in a bead board partition that was discovered below the gypsum board during the 2018 selective demolition. The partition matches

similar material in the area that can be seen in historic photographs as far back as 1916. The door is painted white to match the gypsum board that has recently been removed but was likely originally painted to match the surrounding bead board, which is painted cream. This however may have aged from white to a cream color.

Door 15A from the closet under the stairs to the space below the first run of stairs (at left in Figure 1.E.141 on page 1.E.66) appears to be an older door and has four raised vertical panels with a lock rail (Door Style I). However, it is in a gypsum board partition that is not even shown on the 1969 plans, indicating a more recent wall. The door design matches the two remaining historic doors in the 2nd floor west rooms (possibly dating to the early 20th century). This suggests it may have been relocated from one of the second floor rooms or elsewhere in the building. The door has a vintage box lockset mounted upside down with china knobs and there is a more recent rim latch above it. The door is painted white and its condition is generally good.

Door 35 and 36, from the 2nd floor balcony to Rooms 213 and 212 respectively, are of fully-mortised, stile and rail construction, with four vertical raised panels and a lock rail (identical to Door 15A). As stated above, these appear to date from the early 20th century or possibly the construction of the 2nd floor in 1885. They are set in the somewhat unusual frames that are characteristic of all the second floor rooms accessed from the west balcony. The frame includes upper and lower transoms. The upper transom is exposed on the balcony side but was above the dropped gypsum board ceiling at the room side, prior to the ceiling's removal. The panel in the transom is plywood and thus a later addition. It is not known if it was originally glazed or was perhaps an operable panel. There are no clear historic photographs that show what the historic material might have been. The lower transom features two glazed lights, side-by-side, with a thin muntin with ogee profile. The glazing is painted brown (although one pane at Door 36 is unpainted). The lower transoms retain their central pivot bolts but are painted shut, so do not currently operate. Two hinges at the balcony side of the frame indicate that the doors may also have had screen or louver doors at one time, as is shown at the first floor in historic photographs. Both doors have worn wood thresholds extending to the face of the adjacent balcony wainscot, which are about 2” high at Door 35 and 4” at Door 36. Steps at other doors to the north off the west balcony get progressively higher, such that at the north end Doors 43 and 44 have two steps which project beyond the wainscot,

Doors 37 through 40 feature outward-swinging, louvered doors, similar to those seen in photographs from 1968, and perhaps 1946, set in the same type of frames as described for Doors 35 and 36 above. In a 1946 photograph one door, only visible at an

Figure 1.E.141.- Door 15A left and 15 right to the closets under the main lobby stair- Jean Fulton 2018.

oblique angle, appears to be a louver door. They are set somewhat haphazardly on the face of the frame without a positive stop at the head. All of these doors feature contemporary, bright brass, hardware with bored locksets with knob handles except for Door 37, which has a lever handle. The doors are painted brown except for Door 39, which is white. Historic photographs from 1946 appear to show second floor doors and face trim painted white with the doors and casings painted brown. The wood steps at these doors vary from about 6" high at Door 37 to 8" high at Door 40.

All remaining doors from the west balcony were post 1969 and were removed in the 2021 selective demolition. As noted above, the frames, casings, trim, and transoms match those at door 35 and were left in place.

Following removal in 2021 of gypsum board on furring applied to each side of the original vertical board walls between the rooms off the west balcony, several openings were discovered, one of which has an intact door still in place. This door (Door 50, between Rooms 206 and 207) is a 4-panel, Style I design. It is fixed in place, so has not been opened.

The pair of doors to the now-demolished bedroom above the former casitas (Door 49 between Room 214 and the exterior) was revealed during the 2018 selective demolition. Photographs from the 1940s show the door opening to a wood balcony from which the bedroom is accessed from the outside. In a 1936 photograph it appears that this addition was not constructed at the time, since there is no access to the balcony visible. The door is currently obscured with plaster at the exterior, but now visible at the interior. It is a fully glazed pair of inward-opening, wood doors, each door having a 2 over 5 glazing pattern with wood muntins (Door Style K). Hardware consists of a pair of surface-mounted vintage hinges with finials and a long barrel bolt on the right hand leaf. There is no lock or latchset but the door is bored for one. The door and remaining hardware appear to be in good condition. Surprisingly all the glass was

Figure 1.E.142.- Upper transom of door at 2nd floor west room, showing the same width as the balcony side, suggesting that the splayed jambs below may be a later modification. JSCA 2018

Figure 1.E.146.- Balcony side of frame at Door 35 (following removal and storage of door) is typical of those at 2nd floor rooms. JSCA 2022

Figure 1.E.144.- Painted glazing at transom to door 35 with second solid transom over. The upper transom aligns with the lower at this side,JSCA 2018.

Figure 1.E.145.- Vintage lockset at Door 35. Jean Fulton 2018.

Figure 1.E.147.- 1968 photograph, just prior to bank purchase showing door Styles I (4-panel) and H (louver). The room location is unknown. Since there is no trim it is unlikely to be a 1st or 2nd floor west room. Courtesy of M. Drexler.

Figure 1.E.143.- Typ. 4-panel Door 35 to Room 35. Jean Fulton 2018.

intact when originally revealed but unfortunately two panes were broken later. The screen doors that show in an early 1940s photograph are no longer present.

Pre-1969 Openings with Newer Doors or Removed Doors: Rooms 102, 103 and 125 currently have no doors, however all had doors in 2009. Doors 2, 4, and 5 were fully glazed, currently in storage, and are in good condition but are clearly post-1969. Doors 2 and 4 did not appear on the 1969 floor plan, and at Door 5, the opening was shown as an existing blocked up opening. It is likely that these doors were installed in later bank renovations or by Dona Ana County. The openings for doors 2 and 4 retain their pre-1969 character with hand-hewn exposed lintels on the Room 102 side with the names "Carmen" and "Rosa" respectively painted on them. The former has two Native American painted swastika symbols and the latter two flower motifs. The lintels were likely added as decorative elements in the 1946 renovations and may not be structural. Both doors feature transoms, but the glazing no longer exists and the transoms have been filled with solid panels. The casings include flat trim with a simple post and lintel construction on the room sides of each door and no trim on the Entry side (Room 102). At Door 4 there is a raised surround at the room-side trim. The doorways likely date from the building's construction along with the transoms. The trim for Door 5 is similar but with a raised border and no exposed or decorative lintel. The doorway is low, without a transom, and appears to have been an addition, although it may have been cut early in the building's development. The 1969 plan shows this opening with splayed jambs, which no longer exist, but indicate an earlier opening similar to others on the first floor. All casings and trim are in good condition and are painted brown.

The opening between Entry 102 and the Lobby 101 (Door 3) does not currently have doors and appears not to have had doors prior to the bank renovations. The 1969 drawings do not show a door at this location, but there was a pair of doors here, matching other

Figure 1.E.148.- Door found between Room 206 & 207 from Room 207 (left) and Room 206 (right). JSCA 2021.

Figure 1.E.149.- Door to former apartment at east side of Room 214C. Obscured by sheathing and stucco at exterior. Screen doors also remain in the wall cavity.- Jean Fulton 2018.

Figure 1.E.150.- 1946 photograph showing door from Room 214C on Exterior- NM Magazine April 1946.

Figure 1.E.151.- Transom and carved lintel above opening for Door 2 (removed) showing swastika motif- Jean Fulton 2018.

Figure 1.E.152.- Transom and carved lintel above opening for Door 4 (door removed)- Jean Fulton 2018.

Figure 1.E.153.- Opening for door 2 (removed) looking towards opening for Door 4- Jean Fulton 2018

doors off the Lobby, in 2009. Historic photographs show only a cased opening with deep crown and base moldings with multiple scrolls. This is evident in a 1946 photograph (Figure 1.E.155) and appears to be present in one dated 1915. The current heavy, multiple-stepped, casings appear to have been added by the bank or more recently. Parts of the casings may predate 1969 and have been reused. Those on the Lobby side were clearly more recent and were removed in 2021. The current casings on Room 102 side feature flat jamb trim but a deep head trim that overhangs the jamb trim by about 8" and a territorial-style top molding and protruding rolled bottom molding.

Figure 1.E.154.- Door trim for Door Opening 3 from Room 102 side. Jean Fulton 2018.

Figure 1.E.155.- 1946 photograph of Door Opening 3 from Lobby. Holiday Magazine- Nov. 1946.

The five door openings to the west rooms off the first floor lobby (Doors 6, 7, 8, 9 and 11) had pairs of doors that were installed in 1969, and were shown to be installed in the 1969 plan. The doors were removed and stored in the 2018 and 2021 selective demolition projects. All of these openings were widened in 1969 to accommodate pairs of doors (removing the splayed jamb), although each leaf was still very narrow. The doors feature a 4x1x4 glazing pattern at each leaf. As discussed previously, it appears that the doorways originally had transoms that were eliminated when the lobby floor was raised. Photographs after 1910, by which time the floor was raised, feature screen doors at these openings that were likely installed to provide ventilation formerly provided by the transoms. All openings feature multiple side-by-side, exposed or semi-exposed, hand-hewn wood lintels. These were likely not originally exposed but were uncovered either as part of the pueblo revival renovations of 1946 or as part of the bank renovations. The widening of the openings is evident from changes in paint color on the lintels.

The three remaining door openings within the west first floor rooms are doors 8A, a doorway between Room 121A and 122, discovered during the Amador Hotel Foundation renovations, that had been filled in; Door 10, between Room 121 and 120; and Door 12, between Room 120 and Room 119. The 1969 floor plan shows Door 8A as a door to a closet within the wall thickness into which a small coffee bar is inserted. The trim of a door at this location is just visible in a 1968 photograph (prior to the bank renovations), but the door is not visible. No door is present now but a brown-painted wood frame remains that appears to be from the bank era.

Door 10 also has no door but a frame remains with sidelights divided vertically into five panes. The 36" wide 2 over 5 glazed panel door was removed during recent renovations and is stored in the building. It was in place in 2009. The 1969 bank plans show a framed opening here the width of the entire current frame, inclusive of the sidelights, but no doors. Earlier photographs from the 1946, Holiday Magazine article and photographs taken in 1968 by Morris Drexler, show a pair of doors, each with five horizontal raised panels, that appeared to swing in to Room 121. The post and lintel trim, with head trim slightly projecting beyond the jamb trim, resembles that in pre-1969 photographs but it is not known if it is original or a reproduction. The frame, glazing, trim and removed door are in good condition. All wood elements are painted brown. The doors, frame and trim were shown as stained and sealed in 1946 and white in 1968.

Door 12, between rooms 120 and 119, is a pair of sliding pocket doors of the same 5-panel horizontal design as

the doors shown in the pre-1969 photographs of Door 10 (Door Style E). The opening for Door 12 is shown on the 1969 plan as being newly cut at that time, with a pair of hinged doors. There is no note to indicate if the proposed doors were new or relocated. The opening is approximately the same size as that for the frame of Door 10. The doors exhibit fine workmanship and ghosting of vintage hardware, so it may be that these are the doors that were formerly hinged doors at Door 10. The doors, frame, and trim are in generally good condition. Hardware consists of contemporary bright brass loop pulls and surface spring bolts at the top of the door. All wood elements are painted brown. Paint layer analysis of the door may reveal the colors noted for the historic doors for Door 10.

Figure 1.E.156.- Door 7 showing widened opening and doors installed as part of the 1969 bank renovations (now removed). Jean Fulton 2018.

Figure 1.E.157.- Detail multiple hand hewn exposed wood lintels over door 7. Jean Fulton 2018.

There is currently no door at Doorway 13. In 2009 there was a single 6-panel stile and rail wood door, approximately 30" wide. The frame remains. This appears to have been the only door opening to the west rooms not widened during the 1969 renovations. The door was shown to be a new door in an existing opening on the 1969 plans.

Doors 41 through 46, from the west balcony (Room 202A, in the case of Door 46) to former guest rooms feature the same type of frame, with double transoms, as described for Doors 35 through 39 above. All frames and transoms are in generally good condition, and the transoms retain their glazing and their pivot hinges. The transom glass is painted brown. The lower transom sash at Door 43 to Room 205 has been removed. Prior to the 2021 demolition project there were contemporary flush panel wood doors and contemporary hardware. All doorways have worn wood steps at the thresholds, ranging from about 6" high at room 41 to two, unequal steps of about 3" and 6" for a total rise of 9" or more. The lower step projects beyond the adjacent balcony wainscot. Door 46 has a single wood step that projects into Room 202A and ranges in height from about 6" to 7", due to the slope on the floor of room 202A.

Figure 1.E.158.- Door 10 shown in 2009 before it was removed during recent renovations by the Amador Foundation. The frame and side-lights remain. Although the opening was shown, no door or sidelights were shown here on the 1969 bank plans, so it was likely installed since then. Kells + Craig Architects 2009.

Doors 45 and 48, also removed, were also contemporary flush doors with contemporary hardware in historic frames. A photograph from 1916 clearly shows a transom over Door 45, but this must have been removed when the second floor was added for these rooms in the 1920s, since the rooms have a lower ceiling height. At door number 45 the plaster meets the door frame jambs with no trim at the balcony side whereas the head has a deep casing trim that extends just short of the face of the opening, with a separate rough-hewn, viga lintel on the face of the wall above the opening. The room-side trim is flat, post

Figure 1.E.159.- Door 10 in 1946. The same door was shown in a 1968 photograph. It appears that these doors were relocated to Door 12 as pocket doors. Holiday Magazine , April 1946.

Figure 1.E.160.- Door 12 is a pair of pocket doors. This was shown as a pair of swinging doors in a new opening on the 1969 bank plans. The doors are older however and appear to have been relocated from Door 10. See above. Jean Fulton 2018.

and lintel design and appears much more recent, possibly from the date the doors were installed. At door 48 the plaster rolls into the frame without trim at the jambs at the balcony side but the head is cased with wood the full depth of the opening with a decorative ogee trim on the front edge. The room-side trim is the same as that for Door 45. Both doors had single steps at the balcony side of the adobe wall of more than 2" high, but since removal of the overlaid floor in Room 202 the threshold is almost flush.

Door 30 is in the opening of a former window from the balcony to the exterior and the lower roof and was installed as part of the 1978 additions. It is a flush hollow steel door with a contemporary panic device and pull.

b. Conclusions and Preliminary Recommendations

Though there are relatively few remaining doors that date from before the 1969 bank renovations, those that do are in generally good condition and could be easily rehabilitated. Appropriate reproduction or reclaimed hardware should be available to match their style and/or historic period, where that is known and where it is feasible to meet building code requirements. Final decisions about rehabilitation will depend on the overall strategy for the building's rehabilitation. Building code requirements will also bear upon their rehabilitation with regard to fire resistance, accessibility and egress requirements. The steps at doorways on the 2nd floor

Figure 1.E.161.- Typical transom at second floor west rooms showing pivot hinges and painted glazing. Kells + Craig Architects 2009..

Figure 1.E.162.- 2 steps at door 44 to Room 204. Kells + Craig Architects 2009.

Figure 1.E.163.- Single step at Door 41 to Room 207. Kells + Craig Architects, 2009.

are of particular concern, for life-safety and accessibility reasons, especially where doors open outwards over them. Installing inward-swinging doors, as appears to have been originally the case, would improve safety, but it would still not meet current building code requirements to have level landings either side of doors.

The front doors (Door 1) appear to date from 1946 and their frame and transom is likely from the early part of the 20th century, if not earlier. The doors and frame appear to be in good condition, but may require replacement hardware. Other than the front doors, there are many more door frames in the building that predate 1969 than there are doors. The only original openings on the first floor with original frames and trim, but no doors, appear to be Doors 2 and 4 to Rooms 125 and 103 respectively. By contrast, neither doors nor frames exist that pre-date 1969 to the west first floor rooms off the lobby, due to the fact that the original openings were widened. Door 15 appears to date from 1946 and is in an earlier opening, but is in good condition and can be repaired. Door 15A appears to be an older door, but is in good condition and could be relocated to the 2nd floor where it possibly originated, since it matches the two remaining historic Doors 35 and 36. Door 12, now a pair of pocket doors, appears to have been relocated from Door 10 and could be rehung as a pair of swinging doors at that location.

The majority of the oldest surviving frames are on the second level, featuring the unusual double transoms. They are in generally good to excellent condition. Rehabilitation strategies should consider making the transoms operable again and removing the paint from the glass. The two surviving historic doors, 35 and 36, are also in good condition and feature vintage locksets that could potentially be rehabilitated. The frames with their transoms are considered character-defining features, the transoms being part of an innovative system that Martín Amador developed to cool the building, along with interior screen doors and the operable windows in the roof monitor. Depending on the building code compliance strategy used, the transoms could be problematic if fire resistive separations are required between the west rooms and the balcony. Based on the fact that wallpaper covers the trim around the upper transoms at several rooms, it appears that these may have been abandoned as functioning transoms even prior to 1946. Determining an appropriate approach to their rehabilitation requires further study.

Figure 1.E.164.- Door 45 showing rough-hewn lintel beams and exposed lintel at wall. Kells + Craig Architects 2009.

Figure 1.E.165.- Door 48 showing cased head with scroll trim at front edge. Jean Fulton 2018.

xi. Room Finishes and Details

a. Overview

Following the recent selective demolition, the building now contains 43 rooms (Rooms 202A and 202B have been combined and are counted as one room). There are 26 rooms on the first floor (including the Lobby) and 17 on the second (including the Balcony). There are 15 rooms on the first floor that pre-date 1969 (counting the two closets under the stairs) and 16 on the second floor, for a total of 32. Rooms 116 and 116A, at the north end of the Lobby, were a single room prior to 1969, likely used as a kitchen or boiler room. Only spaces within the historic (pre 1969) structure are assessed in this HSR. Most of the spaces within the post 1969 additions have been gutted as part of the selective demolition operations.

Assessment Methodology and Documentation

Assessment of rooms was carried out through multiple field visits by Jean Fulton using schedules, included in the

appendices, in the same manner as the data collection for windows. Additional assessment, this summary, final formatting of the document and coordination and updating of the schedules was undertaken by Jonathan Craig for inclusion in the appendices to this report, which should be referred to for more detailed information of conditions. Rooms use a numbering system that was in place when Dona Ana County owned the building, which was also used in the 2009 report. Rooms have had various names and uses over the years, which are discussed in the Chronology section previously, thus this section refers to the room numbers to eliminate confusion. Follow-up assessments of spaces affected by the 2018 and 2021 selective demolition work were conducted following the demolition. Due to the extensiveness of elements that were uncovered during interior selective demolition, additional assessment of all rooms should be undertaken for the final rehabilitation design. Remaining areas of wallpaper, which include numerous examples in many different designs, have been recorded in a separate document included in the appendices. This document should be consulted to understand the extraordinary variety of wallpaper that must have existed throughout the building over the years. There are no entire walls with wallpaper that are not significantly deteriorated or painted over. Plaster layer analysis has only been completed in one room as part of the 2008 Cornerstones assessment and additional analysis in other rooms is warranted. This is important to determine whether additional existing areas of cement plaster should be removed and replaced with more breathable plaster to limit potential deterioration of the adobes.

Several paint layer analyses were conducted by David Arbogast, Architectural Conservator, of Davenport, Iowa, from samples provided by the HSR team, to determine exterior and interior colors for the window frames, doors, and trim at the west elevation. However no analysis has been conducted on samples from other elements, such as the painted dimensional lumber and wood decks that form the ceiling in many areas. Additional paint analysis would be beneficial in determining appropriate colors for these in the final rehabilitation.

Section Organization

The Room Finishes and Details section is organized by spaces in three broad groupings: The Lobby and Balcony; first floor rooms (other than the Lobby); and second floor rooms (other than the balcony). Within each of these groupings the assessment is broken down by finish elements, such as walls, floors and ceilings. Features and materials common to rooms are grouped together. Grouping the spaces that share many characteristics reduces repetition and provides a better understanding of each space and the building's overall condition. It also assists in understanding the overall extent and condition of remaining historic fabric. The condition of each grouping of rooms is described in a "Findings" section and summarized with a "Conclusions and Preliminary Recommendations" section.

Plans showing existing flooring, ceiling materials, some wall materials and the extent of remaining historic fabric follow. Discussion of finishes in the spaces in the building follows the plans.

Figure 1.E.166.- Clothilde Amador in a room in the Amador home, Casa de Jardins, ca 1905-1910, which is likely similar in decor to the to that of rooms in the Amador Hotel at the time, based on the extensive wallpaper remnants in a wide variety of patterns that have been found. RGHS 00040053

1ST FLOOR EXISTING FLOORING MATERIALS PLAN

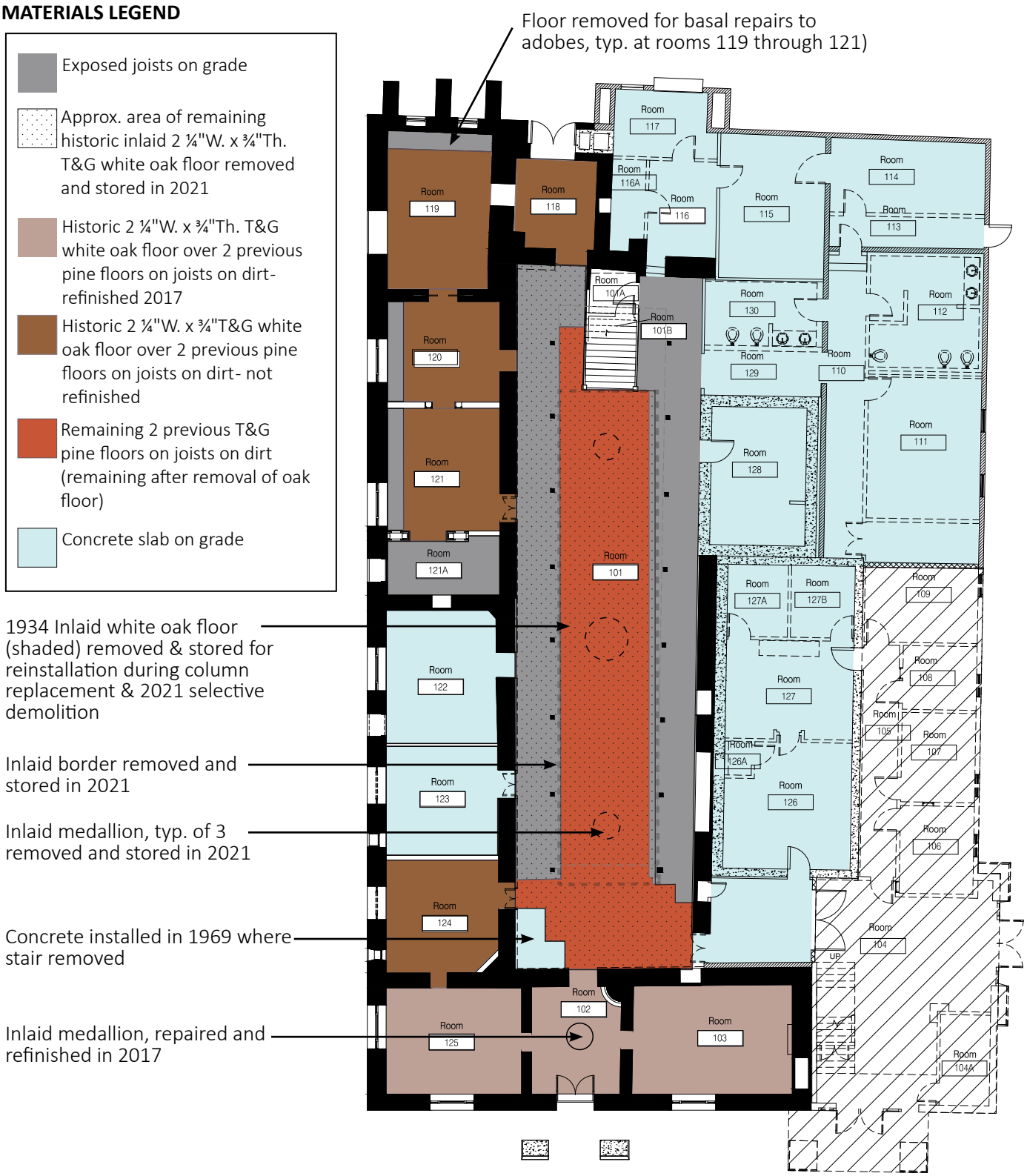


Figure 1.E.167.- 1st Floor Flooring Materials Plan. Cross-hatched area demolished in 2018.- JSCA 2021

2ND FLOOR EXISTING FLOORING MATERIALS PLAN

MATERIALS LEGEND

- Historic 2 ¼"W x ¾"Th T&G white oak floor on 2x sleepers on square edged boards (former roof deck)
- 3"W. x ¾"Th T&G pine floor on 2x sleepers on square edged boards (former roof deck)
- 2¼"W x ¾"Th. T&G oak floor over previous oak floor
- MDF/plywood on sleepers over historic 2 ¼" x ¾"Th. W T&G white oak floor on square edged boards (former roof deck)
- MDF/plywood on sleepers over square edged boards. Oak floor removed for former toilets
- 2"W. x ⅜"Th. T&G oak floor over 2¼"W. x 3/4"Th. T&G oak
- Plywood on sleepers on 2¼"W. x 3/4"Th. T&G oak floor
- Open to structure below. No flooring
- Exposed top of adobe wall
- Severely deteriorated floor with voids to room below, areas of 2¼" T&G oak, unfinished random boards, remnants of vinyl, VAT, or asphalt tile/sheet, over T&G oak &/or square edged boards, & reinforced concrete, all over original hay warehouse roof assembly

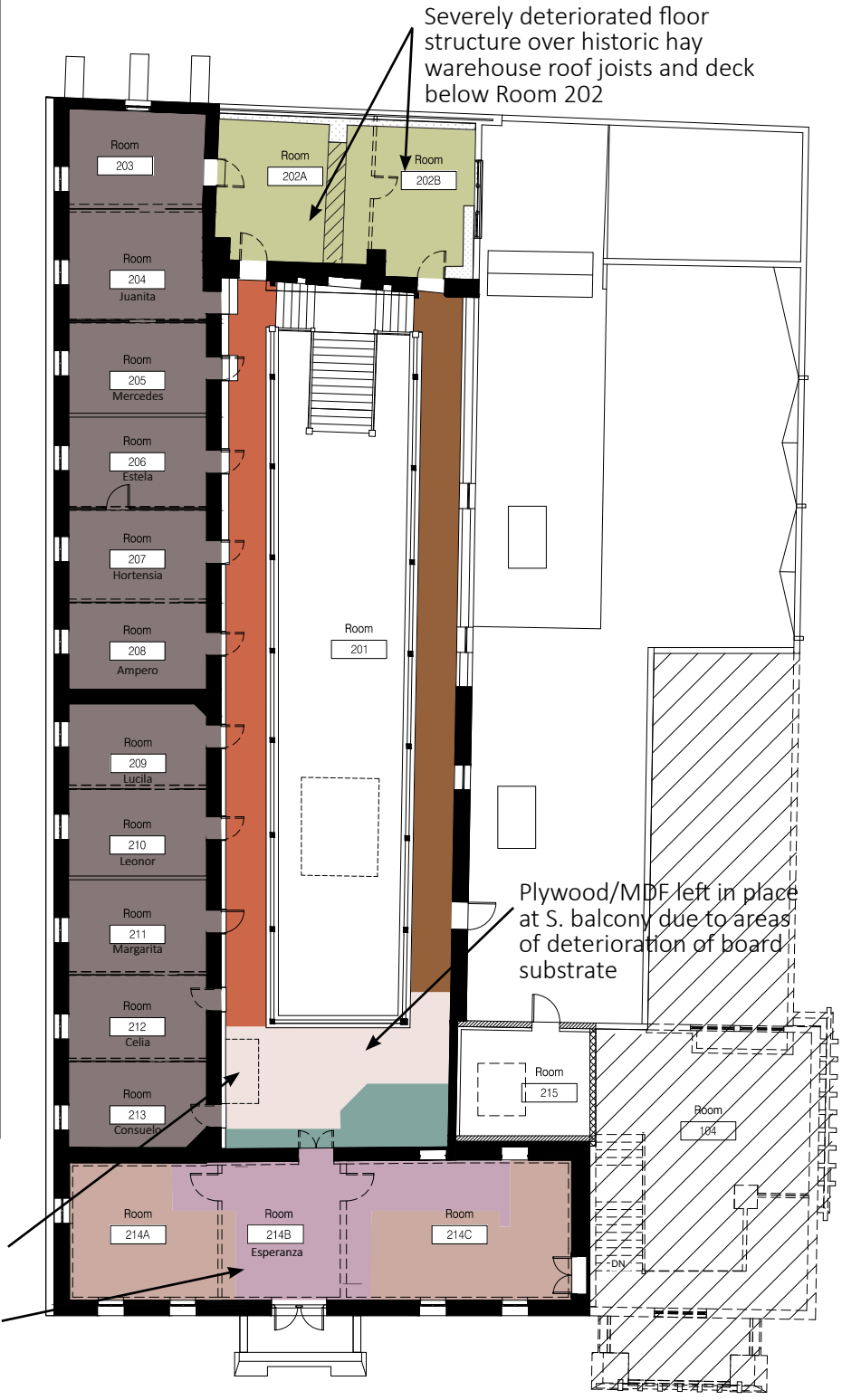


Figure 1.E.168.- 2nd Floor Flooring Materials Plan-Cross-hatched area demolished in 2018.- JSCA 2021

1ST FLOOR EXISTING REFLECTED CEILING MATERIALS PLAN

MATERIALS LEGEND

- Coffered painted fiber board & batten ceiling
- Missing ceiling- open to vigas above
- Pressed metal ceiling
- Painted vigas with "reed" latillas over & painted board decking
- Exposed joist and wood deck painted blue
- Coved plaster ceiling
- No ceiling- exposed structure
- Gypsum board on furring
- Exposed wood joists and board decking from former hay warehouse roof

Coffered ceiling became unstable during selective demolition. Removed and stored in Large Vault

Missing panel at Room 103 with pieces of packing crate used for deck above with Martín Amador's name and "Arbuckle's Coffee" printed on them

Figure 1.E.169.- 1st Floor Ceiling Materials Plan- JSCA 2021

2ND FLOOR EXISTING REFLECTED MATERIALSCEILING PLAN

MATERIALS LEGEND

- Exposed joist & wood deck painted blue (former roof)
- Coved plaster between vigas
- Exposed joist & wood deck painted off-white (former roof)
- Exposed joists & deck (former roof) unpainted/lightly stained
- Exposed structure (steel bar joists and metal deck)

Figure 1.E.170.- 2nd Floor Ceiling Materials Plan- Jonathan S, Craig Architect LLC

b. Findings

Lobby and Balcony

General

The lobby is the most important space in the building, and the most complex. Much of the selective demolition that was carried out in 2017, prior to structural repairs, during the 2017 structural repairs, and the 2018 and 2021 selective demolition projects occurred in the lobby. Consequently its appearance today is vastly different from that in 2016. It is much easier to see the extent of historic fabric from before the 1969 bank renovations and subsequent additions, most of which appears to date from the building's construction, or at least the construction of the second floor in 1885. It is also now possible to better compare current conditions with historic photographs.

Walls and Wall Coverings

Lobby: The selective demolition removed the gypsum board from all the furred out walls around the Lobby. Having viewed the historic photographs, the team highly anticipated what might be revealed by this work, such as the wood wainscot and wallpaper. Unfortunately, none of the wainscot remains and the removals exposed bare adobe walls where the wainscot had been. The reveal where the anchor ground had been let into the adobe at the top of the wainscot is still visible however. The wainscot, anchor ground reveal, and the clear outline of the stair stringers at the removed stair in the southwest corner have also been exposed. Missing also is the paint rail that appears in historic photographs, except for a single piece, approximately 12" long, at the north end under the east upper flight of stairs.

There is a surprising amount of the original wallpaper still on the walls, although its condition is mostly very poor. Some of it has fallen off the wall and was lying on the floor in the furring cavity prior to the furring being removed. Although much of the wallpaper has been painted over, there are sections at the south wall and the north end of the west wall that still show the pigments of the original colors. The wallpaper is of a very elaborate design, with a top frieze, below the paint rail, of embossed pink wild roses with lifelike brown snaking briars and green leaves, hanging below a narrow cornice band with oval motifs. Above and below the cornice band are subtly flocked gold stripes with

Figure 1.E.171.- Lobby looking north after interior demolition with gypsum board removed from walls exposing adobe and wallpaper fragments below. JSCA 2021

Figure 1.E.172.- Outline of removed stair and wainscot in southwest corner of lobby, Photo taken prior to removal of furring. JSCA 2022

alternating floral designs that transition to an embossed frieze above the wainscot of similar design to the top frieze but of cultivated roses, in a darker pink hue, with leaves on a simulated rectangular-pattern fence or trellis design, and a second line of smaller roses and leaves below that at the top of the wainscot. The leaves on the latter frieze are not green but likely were originally. It has been determined that the wallpapers in the south west rooms were from Liberty of London (although this needs to be confirmed), and the elaborate nature and fine craftsmanship of this wallpaper would indicate that it may be from the same source.

It is estimated that perhaps a quarter of the original wallpaper remains, but most of it is painted over and large sections are missing. The majority is at the west wall and very little remains at the east. The wallpaper appears to have been adhered to an approximately 1/2" layer of lime plaster over mud plaster, which has detached from the wall along with the wallpaper in many areas, mostly on the south wall. The east wall has little wallpaper left, due to large sections of wall having been replaced with concrete masonry units, poured concrete, and wood frame for the construction of the bank vaults and other additions. The entire section of wall from the small bank vault to the north wall is wood frame.

The condition of the underlying adobe walls is good with very little cracking of any significance. As noted above, the mud plaster has delaminated from the adobe in several areas and the adobe behind the removed wainscot is not plastered. The east wall is in the worst condition, due to the multiple additions and interventions by the bank, and possibly Dona Ana County, as noted above. Also as noted in the discussion of load-bearing walls and the structural assessment, there is evidence of a water leak that has deteriorate the adobe to the point where repairs will require removal of some existing adobes and stitching in new blocks. There are the three openings for former doors, noted in the door section of this conditions assessment, one of which (the former

Figure 1.E.173.- Remnant of paint rail at north wall under east flight of stairs. Note bead board under stairs, painted in a brown/green color, and pre 1969 door trim. Jean Fulton 2021.

Figure 1.E.174.- Wallpaper fragment at west wall showing appliquéed embossed frieze that was above wainscot. JSCA 2018

Figure 1.E.175.- Fragment of wallpaper at south wall showing pigmented, embossed frieze below picture rail. This sample has detached from the adobe and fallen into the furring space. JSCA 2018.

Guest Room 8, indicated by the metal number still on the door trim) backs up to the large vault wall, another (the former Guest Room 9) forms a closet at the new bank lobby side, and the third is the current opening to the bank lobby doorway. The original trim for the latter remains, with territorial-style head trim featuring a triangular pediment. The original door was about three feet higher than the current opening and likely included a door or pair of doors with a transom. No photographs exist of this door, which appears to have been blocked up some time in the 1960s.

There are multiple nichos in the east wall with arched tops, some of which show up in historic photographs. Most of the nichos were framed out and lined with gypsum board by the bank and except a one location, where it is visible, it is not known if historic nichos exist behind them where the adobe wall still exists. At the west wall there is a very interesting nicho, constructed of very hard, smooth mud plaster, with a somewhat arbitrary pattern of recesses. The purpose and date of construction of the nicho is unknown. The quality of the mud plaster work at nicho on the west wall is exceptional. A similar nicho shows up in a 1968 photograph by Morris Drexler, where various objects and artifacts are displayed in recesses. This may be hidden at the east wall or have been removed during the bank renovations. However the design is different, with an arched top and different layout of recesses.

Also at the west wall is an offset on the lobby side of about 2-1/2" at approximately the centerline of the adobe wall between 121A and 122. The offset is trimmed out with milled, painted wood. This lines up with a change in the depth of the wainscot at the second floor west balcony. The presence of the adobe wall between those two rooms would imply that the south or north rooms were built at different times, given that the remainder of the dividing walls are of non-bearing wood paneling (except for that between Rooms 124 and 125, which is clearly structural), although it is unexpected that the offset

Figure 1.E.176.- Flocked floral pattern field wallpaper between friezes. Jonathan S. Craig 2018

Figure 1.E.177.- Transition of adobe to CMU at 1st floor and to frame above balcony at east wall. Jonathan S. Craig 2018

Figure 1.E.178.- A nicho at the east wall appears to be from the bank renovations in 1969, but there is an older nicho in the adobe behind it. Jonathan S. Craig 2018.

Figure 1.E.179.- Smooth mud plastered nicho at west wall. Jonathan S. Craig Architect 2018.

Figure 1.E.180.- A similar but noticeably different nicho from a 1968 photograph, location unknown. M. Drexler 1968.

aligns with the center of the wall rather than one side of it. It is also possible that during construction the west wall of the lobby started to get out-of-alignment and this was a device to straighten it out. The wall gets thicker towards the north end of Room 122.

The removal of the gypsum board at the north wall above the main stair revealed the opening for the former window at this location, prior to construction of the second floor north rooms in the 1920s. The construction is unclear but it appears that there is a double adobe wall, which is visible in the opening. In addition, there is about a 3" projection on the wall about 15" below the former window opening, where the wall below thickens, which extends along the entire wall. Either side of the window opening are tall arched nichos, which are first visible in a photograph from 1938, but may be from an earlier date. The plaster at the north wall appears to be a thin layer of lime plaster and is painted yellow. The original window frame is set back from the wall plane and is narrower than the opening in the main wall. The horizontal offset between the two planes is plastered with what appears to be an old layer of lime plaster in a grey-green color. It is unclear whether this was an original wall that was plastered before being thickened with an extra layer of adobe.

There is extensive peeling paint, hairline cracks in the plaster below the wall projection and missing plaster and some adobe loss around the former window opening, where a panel or trim appears to have been removed. However, the wall is in generally good condition and does not exhibit any significant cracks, which is characteristic of the building in general. The wall is severely out-of-square, and the furred out wall was installed at least partly to square it up. The furring was built on top of the stair, which has revealed part of the treads that were obscured by it.

Painted tongue and grooved bead board is used to close off the space below the lower flight of stairs, to form closets 101A and 101B, and for the sloped soffit below the upper flights of stairs (see Figure 1.E.173 on

Figure 1.E.181.- Left - Offset in west wall of lobby covered by wood trim may imply the junction of two phases of construction. Top- Detail. JSCA 2022.

Figure 1.E.182.- North wall of Lobby above stair landing showing former window opening prior to construction of Room 202 on second floor in the 1920s. JSCA 2021

Figure 1.E.183.- Bead board enclosing closet under stair and below stairs revealed after removal of gypsum board. Jean Fulton 2018.

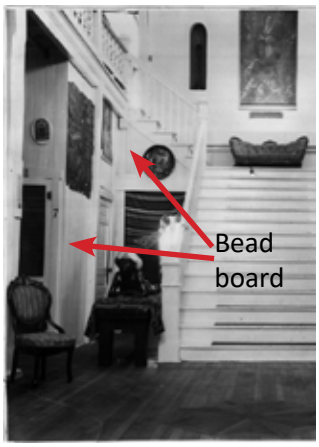


Figure 1.E.184.- Bead board shown at stair fascia and entry to room 120 in cropped photograph dated ca. 1960s. RGHC 00040207.

page 1.E.79). This material matches that seen in historic photographs for the removed entry enclosures to Rooms 120 and 224 (under the removed stair at the southwest corner) and the removed wainscot (although the latter appears to be a somewhat wider board pattern). This can be first clearly seen in a photograph from 1912 and later photographs also show the material being used as a fascia under the upper flights of stairs.

Balcony: The balcony walls are all painted plaster on adobe, except for the north half of the east wall, which consists of open wood studs (following removal of gypsum board in 2018) and the wainscot at the west wall. The wainscot is present between the south jamb to the door to Room 204 and the north jamb to Room 213, is approximately 36" high, and is constructed of cream colored, painted bead board, with a solid wood cap with bull-nosed edge. As noted above, the depth increases, from approximately 6" to 10" at the door to Room 206, which lines up with the offset in the adobe wall on the first floor. The top projects beyond the face about an inch. At a location where the top was loose and could be removed it was revealed that there is adobe underneath, which lines up with the east face of the first floor wall below. It is speculated that this was the parapet of the single story structure before the second floor was added in 1885. Historic photographs as late as 1968 show the wainscot continuing to the south wall, and along the south wall.

Gypsum board was removed from the studs at the east wall as part of the 2018 interior selective demolition. The north wall is described above in the discussion of the north wall of the lobby. The remaining plaster walls are in remarkably good condition, with no significant cracking, as is the wainscot. The west wall features five murals, four of which are painted and the fifth is made of four tiles. They depict a bullfighter, flamenco dancers and various Mexican scenes and figures and were painted by Lillian Egerton, a Las Cruces artist, in 1933 when she was just 16 years old. All are protected by clear Plexiglas.

Figure 1.E.185.- Wainscot at west balcony covers up a wider adobe wall that was formerly a parapet for the single story roof. The balcony floor slopes to the east (left) from 1/4"-5/8". Kells + Craig Architects 2009.

Figure 1.E.186.- East balcony following selective demolition, showing frame exterior wall with gypsum board removed. Jonathan S. Craig 2018.

Figure 1.E.187.- Murals at west balcony wall. Jean Fulton 2014

Figure 1.E.188.- Flamenco mural by Lillian Egerton, 1933. Jean Fulton 2008.

Floors and Floor Coverings

Lobby: Based on information from a site visit with Mereck Rogers, from Stout Hardwood Flooring of Las Cruces, the floor is 2-1/4 wide x ¾ thick tongue and grooved, rift or quarter sawn white oak. It features finely-crafted inlaid walnut, maple, and wenge (or some other black wood) accents, with three equally spaced, circular, floral medallions, and a continuous, approximately 8", border, inboard of the columns, of alternating dark and light longitudinal stripes, with alternating diagonal stripes, spaced about 12" apart. There are three medallions, spaced approximately equidistant along the north-south center axis of the room; one of larger diameter at approximately the center east-west axis aligning with the fourth column from the south; and two of smaller diameter between the first and second and the sixth and seventh columns from the south. A preliminary LIDAR scan undertaken by the City of Las Cruces Surveying Division, accurately located the medallions and the borders in the room.

Figure 1.E.190.- Lobby looking south showing 1934 white oak floor prior to its removal and storage in the 2021 selective demolition project. Note inlaid medallions and borders. JSCA 2017

The central portion of the floor runs north south, with the remaining areas between the columns and the walls running east west. The wood is a high quality, old growth variety and was in place by 1934, according to a newspaper article of that year. It is a character-defining feature of the lobby and one of the most important pieces of surviving historic fabric in the building. According to Mr. Rogers, it is capable of being refinished with replacement of missing sections and some minor

Figure 1.E.189.- Inlaid border around entire central portion of floor. This shows the only condition where it offsets around a column JSCA 2018

Figure 1.E.191.- Refinished inlaid medallion at Room 102 similar to three in the Lobby. Jean Fulton 2018.

replacement of accent pieces, similar to floors in other first floor rooms that have already been refinished by Stout Flooring. The general condition of the field material is excellent. The urgency of the structural repairs to the columns necessitated removing much of the east west oriented flooring between the columns and the walls but the central portion was intact until the top floor with the inlays was removed and stored in 2021. The flooring between the east columns and the east wall had already been removed as part of the bank renovations and replaced with medium density fiberboard (MDF), where the teller stations were located. The removed sections of floor are still open, pending a decision on structural reinforcement of the floor itself for the proposed assembly use. The new concrete column footings are exposed along with the previous pine floor, which is used as a subfloor, the support framing for that floor, the original pine floor, and the framing below that resting on the dirt. The space between the current floor and the original floor is about 11". The two previous floors and their framing have been left in place temporarily to provide an easier and safer path through the building and reduce the amount of dirt tracked through it, pending its removal for a full rehabilitation.

There is a small area of concrete floor at the location of the stair that was removed from the southwest corner of the Lobby. The level of the floor is flush with the surrounding oak floor. Floor base installed as part of the bank renovations was removed as part of the 2018 selective demolition. No floor base was found behind the furred out walls anywhere in the lobby. From photographs the historic base appears to have just consisted of a simple quarter-round shoe molding at the base of the wainscot.

Balcony: The east balcony and portions of the south balcony display the same type of oak flooring as the lobby, but without the inlays. It is laid in an east-west direction, perpendicular to the run of the balcony. From what has been exposed following removal of the carpet, the floor

Figure 1.E.192.- Balcony floor construction. Jonathan S. Craig 2018

Figure 1.E.193.- Outline of molding(now removed) at underside of balcony floor. Jonathan S. Craig 2018.

Figure 1.E.194.- Molding shown in photograph dated ca. 1960 but possibly earlier. RGHC 00040207.

appears to be in very good condition and capable of being refinished. The west balcony floor is tongue and grooved pine, rather than oak, and also runs east-west. The floor is anchored to 2x4 lumber sleepers as described above in the Interior Bearing Elements, Floor, and Roof Framing–Architectural Assessment section. The subfloor overhangs the beams spanning between the columns by 3"-4". The finished floor overhangs the 2x4 sleeper framing by about 2", but is set back from the edge of the subfloor. Early historic photographs (up to about 1916) appear to show a cyma recta profile crown molding that terminated at the underside of the overhanging subfloor boards. It appears that the subfloor was the finished floor at this time (possibly surfaced with carpet). When the oak floor was installed the overhang on the subfloor was cut back to its current location and a sill trim piece

installed that covered the ends of both floors to provide a transition from the crown molding to the new floor. A trim piece may have been installed on top of this to cover the joint between the sill trim and the finished floor. A clear outline of the profile of this trim can be seen in the paint at the northeast corner of the balcony. The trim was removed as part of the bank renovations when a deep gypsum board fascia was installed at the face of the balcony and the balcony railings were raised. At the same time a rectangular box, constructed of 1x lumber that projected beyond the new fascia, was installed under the railing providing a toe-kick at the balcony and to conceal the ends of both floors. The 2017 selective demolition removed the gypsum board fascia and the front of the box, but the top a back of the box, at the balcony side, remain.

The balcony floors all slope, following the slope of the sub-floor and structural framing below. The slopes vary from about ¼" per foot at the north ends of the east and west balconies, to 1" per foot at the south end of the west balcony, and 5/8" per foot at the south end of the east balcony. The south balcony has a plywood floor installed on sleepers over the oak floor that slopes 3/8" per foot from south to north, towards the balcony edge. There is a steeper complex transition between the south balcony and the west balcony. The original oak floor at the south balcony also sloped towards the balcony edge but it needs to be confirmed if the current floor follows the same slope. All slopes were taken using a four-foot digital level, so there will be variations between the locations where spot levels were taken.

Figure 1.E.195.- Slope on balcony floor from west to east at west side showing complex transition to south balcony floor, which slopes from south to north. Jonathan S. Craig 2018.

Figure 1.E.196.- Underside of balcony painted blue. Jonathan S. Craig 2018.

Figure 1.E.197.- View of Lobby ceiling looking south showing painted joists and decking. Note the faux skylight at the location of the former roof monitor. The additional support beams either side of the skylight were likely added by the bank or later. Jean Fulton 2108.

Ceiling and Soffits

Balcony and Lobby: The 2017 selective demolition that was completed as part of the asbestos removals removed all the dropped gypsum board and lay-in ceilings and soffits in the Lobby and below the balcony. This exposed the original ceiling, which is the dimensional lumber and square-edged board of the structure for the balconies and, at the roof, may have been the original roof, but

is now a secondary structure below the current roof structure. These are painted with a semi-gloss paint, which is blue under the balconies and cream at the roof level. At the northeast corner, under the balcony, there is a portion that is an olive green color which appears to predate the blue (and can also be seen above the ceiling in the room to the north, Room 116). At the roof, above the southwest balcony the ceiling is a darker cream color where a former bathroom was removed, but was possibly originally lighter, the darker hue due to aging and not being repainted with the surrounding ceiling. A grey green color can be seen where walls have been removed, which may have been the same color as the olive green under the northeast balcony, but has aged differently. The painted structure can be seen in all the photographs pre-dating 1969, going back to 1905, and, like the floor, is considered a character-defining feature of both the lobby and the balcony. Although the structure is rough and somewhat crudely put together in places, the ceiling is in remarkably good condition, including much of the paint, despite not having been repainted in at least 50 years. The first color photograph of the lobby interior in 1946 shows a white or cream color at the underside of the roof but the underside of the balcony is not visible

Stair, Stair Railings, and Balcony Guardrails

The main lobby stair in historic photographs strongly resembles that which remains today and is a character-defining element of the space. There is some evidence, however that it may have been modified. No modifications were indicated on the 1969 construction drawings, although a full set of drawings does not exist. The current stairs consist of a lower flight of 14 risers, branching at the landing to two flights, each with six risers. Raising the floor by approximately 11” would have required modification of the lower flight of stairs. Proportional analysis of the earliest photograph of the stair, around 1910, indicates it was prior to the installation of the current floor, or the floor immediately below it,

Figure 1.E.198.- Main stair after removal of carpet. JSCA 2018.

Figure 1.E.199.- Main stair after removal of carpet and gypsum board on furring at north wall of lobby. JSCA 2021.

Figure 1.E.200.- View of Lobby ca. 1910 shows the original lower floor, but 14 stair risers are still visible, the same number as today. Additional risers may be obscured by furniture. Note also the roof monitor with operable windows. RGHC 00041351.

and shows an almost identical stair to today, with 14 risers visible on the lower flight. Proportional analysis of a 1912 photograph indicates the second, higher floor was in place by that time. However, it appears that there may have previously been additional steps, since in the 1910 photograph the bottom of the stair is obscured by a table in the foreground. If this was so, then there was either a single additional riser, which would appear to be too high at 11", two risers of 5-1/2", which is about 2" less than the current riser heights, or two unequal risers of 7-1/2" and 3-1/2". The lowest newel post appears to be in the same relationship to the lowest visible step as it is to the current lowest step, although this may be due to the foreshortening of the photograph. Having one or two steps projecting out in front of and even to the side of the lowest newel post was not uncommon at this time, so these could have been removed when the new floor was installed, or the newel post could have been moved and the banister shortened.

Although the stairs appear to predate the floor, the floor appears to run under the stair. It would be expected that the floor would butt into the stair, but if the bottom two steps were removed and the bottom of the stair support structure cut off, the stairs could have been reinstalled on top of the new floor. The floor slopes down at the bottom riser, which may be evidence of this.

The lower newel posts are approximately 8" square, whereas the intermediate posts on the landing are 5" square. The top posts are also 8" square, but of a slightly different design. The lower and intermediate newel posts have decorative moldings about 4" and 15" from the top and have a clear-sealed finish, whereas the top newel posts are missing the lower molding and are painted white over dark brown. The lower and intermediate newel posts have chamfered corners between the moldings, whereas the upper posts have square corners for their full height. All three types have matching decorative base trim. The lower posts also have carved corners at the top in the form of leaves and a spherical

Figure 1.E.201.- Bottom newel post. The globe finial was installed after the 1970s. Jean Fulton 2018.

Figure 1.E.202.- Leaf motifs at lower newel post corners. Jean Fulton 2018.

Figure 1.E.203.- Top Newel post appears older than the lower post and is of different design. Jean Fulton 2018.

Figure 1.E.204.- Intermediate newel post at landing is smaller than those at the top and the bottom. Jean Fulton 2018.

finial. The finial does not even appear in photographs from the 1970s and is thus a recent addition. The handrail is of a traditional design with an integral hand-grip profile and is supported by two square balusters at each step. The handrail, like the lower newel posts, is clear sealed, whereas the balusters are painted white. It is possible that the lower and intermediate newel posts and the handrail are replacements, but remnants of white paint on the intermediate post indicate that they may simply have be stripped of their paint and re-finished. This occurred either later in the bank's occupancy or during the county's ownership, since photographs from the 1970s show them as brown with white balusters. The stair treads and risers are mostly white but significant paint loss on the risers reveals brown paint below. Throughout the building's history stair elements appear to have been variously all-white (or light colored) or white with contrasting handrails, newel posts, or accented moldings.

The stairs are in good condition, including the treads. This is likely because their central section appears to have been covered with carpet or other protective material throughout most of their history, starting with the oldest photograph in about 1910.

The balcony railings span between the columns and feature decorative balusters with a central quatrefoil design. The railings are also a character-defining element of both the lobby and the balcony. The balusters are about 5-1/2" wide and 7/8" thick and are cut from a single piece of wood. They have dual, curved legs at top and bottom that slot into channels in the underside of the cap rail and the top of the bottom rail. The spacing varies between the balusters. The cap rail has several different top profiles throughout the balcony. Some have a raised central section that has been notched. The reason for the different profiles and the notching is unknown. The 1969 drawings show the railings being raised up about 8", to 3'-0" above the highest point of the balcony floor, but the average height is about 41".

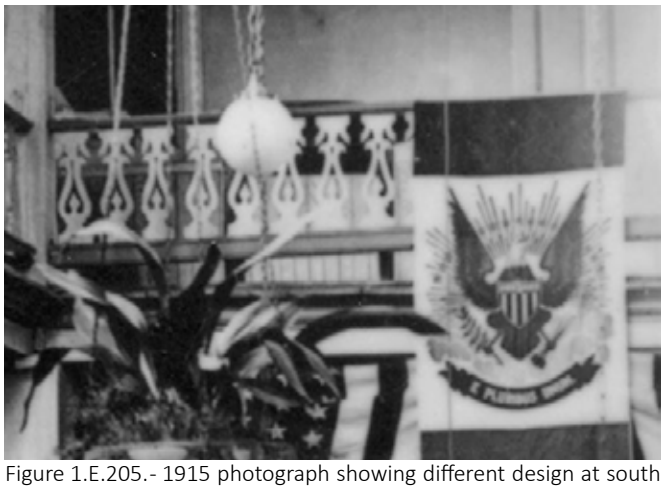


Figure 1.E.205.- 1915 photograph showing different design at south railing. A 1946 photograph also shows this design. The side balcony rails match the current railings in both photographs. RGHC 00040224.

Figure 1.E.206.- Typical balcony railing.. Jean fulton 2018.

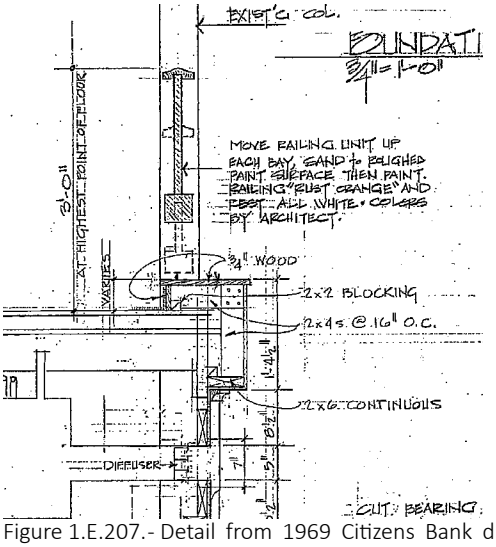


Figure 1.E.207.- Detail from 1969 Citizens Bank drawings showing balcony rail being raised and box kick-board constructed. Widmer Architects 1969.

It appears more likely that they were originally 36" and were raised to 41". The railing assembly measures about 24” high and the 1969 drawings show the height of the historic railing as about 2’-4” from the balcony floor, which appears unlikely. The historic railings had support blocks to the balcony floor at third points below the bottom rail with the bottom rail at least 6" off the floor. The historic rails appear to have been cut ¾” from the column faces, to allow them to be disengaged and raised up, and 1x4 boards were then slipped in to close the ¾” gaps at their new locations. The guardrails are in generally good condition, although their integrity has been altered by their relocation and the modifications made to accomplish this.

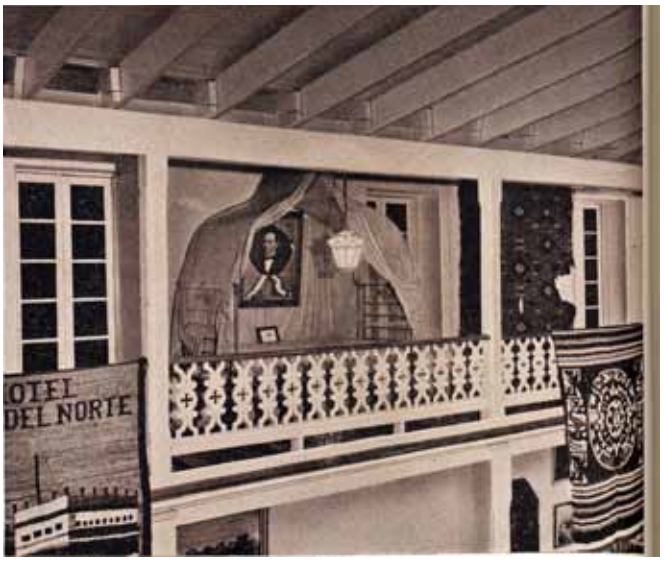


Figure 1.E.208.- 1946 photograph showing intermediate supports below the balcony rail and what appears to be a kick rail applied to the face of the columns. Holiday Magazine 1946.

Photographs from 1915 and 1946 show a railing at the south balcony with a different baluster profile in a more elegant tear-drop design. The current south railing is of the same design as the railings at the side balconies. The balusters from the south railing appear as decorative elements on the front of the bank teller stations in 1970s photographs. There are at least 40 of them, but there were only 21 at the south balcony. Studying a photograph looking south in the lobby from 1915, although at an oblique angle, it appears that the south bay at the east balcony has the tear-drop style balusters but other bays north of it have the quatrefoil design. The bay has 12 balusters. Assuming both sides were of this design, there would have been 45 of them. Why there were two different styles of balusters is not known.

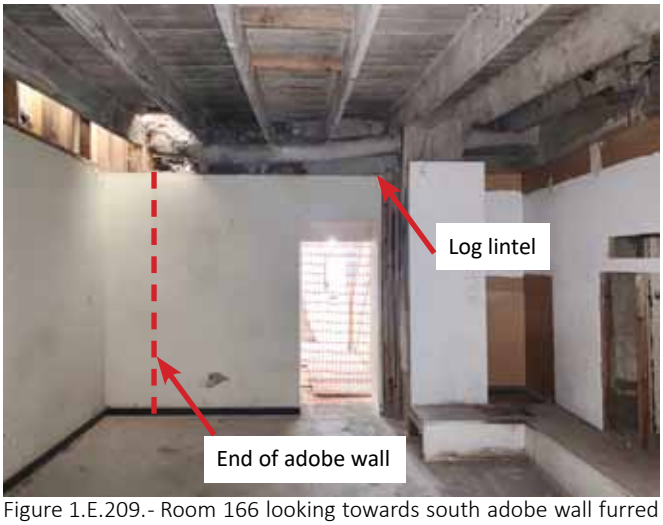


Figure 1.E.209.- Room 166 looking towards south adobe wall furred out with gypsum board. JSCA 2021

Rooms 102, 103 and 116 through 125

General

These rooms are to the south, north, and west of the lobby on the first floor. The rooms to the south and west were found to retain significant historic integrity following removal of finishes and dropped ceilings installed since 1969. Room 116 to the north (now a single room incorporating Rooms 116, 116A and 117), was heavily remodeled and extended northward,

Figure 1.E.210.- Room 218 looking northwest showing plaster walls and coved ceiling below the original roof structure shown in the photograph of Room 216 above. JSCA 2021

removing the original adobe north wall, to provide the drive-up teller station for the bank. Despite these drastic changes, a significant amount of historic fabric was discovered after selective demolition in 2021, including the original sloped painted roof joists of the former "Hay Warehouse", shown on the 1902 Sanborn Map. Room 118, the rear entry to the building, has been modified with the addition of the coved plaster ceiling and wall alcoves, possibly as part of the bank renovations.

Figure 1.E.211.- Room 103 following Amador Foundation Renovations. Jean Fulton 2018.

Walls and Wall Coverings

The south and west walls of Room 116 are adobe. The south wall has what appears to be a very old, gray lime plaster finish. The room was formerly a kitchen and/or a boiler room, so the grey color may be from soot staining. The west wall appears to be finished with a hard cement plaster. Both the south and west walls have painted gypsum board on furring in front of them. It is not possible to determine the condition of either of the walls due to the furring but from the small amount of the original plaster finish visible at the south wall, there may be significant areas requiring repairs. The east wall is a wood stud framed wall finished with gypsum board from the bank renovations in generally good condition. The north wall is likewise contemporary construction but is concrete masonry units finished with hard cement plaster, also in good condition. The walls of Room 118 to the west of it, that were likely refinished with gypsum plaster and the integral coved plaster ceiling as part of the bank renovations, are in generally good condition with few noticeable cracks and intact off-white paint.

Figure 1.E.212.- Left: Room 102, Entry, looking north towards Lobby, showing mural above opening and kiva fireplace to the right of it. Right: Room 102 looking south towards front doors from Amador Avenue. The room was rehabilitated by the Amador Hotel Foundation. Jean Fulton, 2018

Rooms 102, 103, and 119 through 125 have been part of the Amador Hotel Foundation's program of incremental preservation and rehabilitation, since completion of the Reuse Study in 2009, using primarily private funding, and mostly volunteer labor, that was initiated to begin the process of rehabilitating the entire building. The program was also used to stimulate public interest in the building and attract support for its ultimate renovation. Rehabilitation of Rooms 102, 103, and 125 has

Figure 1.E.213.- Room 125 following Amador Foundation Renovations. Jean Fulton 2018.

essentially been completed, although additional work, including new finishes, may be undertaken as part of the overall building renovation, if this is deemed necessary and appropriate to serve the new uses and to fulfill the historic preservation objectives. The remaining rooms are in various stages of renovation which is reflected in their condition.

The walls of rooms 102 and 103 appear to be gypsum plaster on adobe, painted white, although no invasive plaster analysis has been undertaken in these rooms. Intrusive plaster layer analysis of the walls in Room 125 was completed as part of the 2008 Cornerstones assessment (see "iii. Updated Summary of Cornerstones Community Partnerships' 2008 Conditions Assessment" on page 1.E.2). It revealed three layers of paint (green, white and mustard-yellow); two layers of gypsum plaster on chicken wire; two more layers of paint (lavender and yellow); and two layers of cement plaster on the adobe substrate. The presence of gypsum plaster over cement plaster is unusual. The condition of plaster in all three rooms is good, with some minor cracking and spalling and some water damage evident below the windows in Room 125. Room 125 features stenciling below the ceiling line on all four walls. This and the green paint were applied as part of the Foundation's work and should be re-evaluated for appropriateness to coordinate with the overall building rehabilitation strategy and selection of finishes. Unique to the building is a kiva-style corner fireplace at the northeast corner of the entry, Room 102. This was likely installed as part of the 1946 remodeling that introduced the pueblo revival style, although there may have been a wood stove here previously given that it would have been difficult to construct a new chimney. There is a faux fireplace surround and mantel at the east end of Room 103 with a mirror above it. The fireplace surround was in Room 125 at the time of the 2009 Reuse Study but was not attached to the wall. The origin of this surround is not known, and its current location is unlikely to be valid for a working fireplace since there appears to be no chimney.

Figure 1.E.214.- Room 124 following Amador Foundation Renovations. Jean Fulton 2018.

Figure 1.E.215.- Left: Room 124 looking SW showing repaired mud plaster walls. Right: Room 124 looking SE, showing fireplace with wood panelled surround. Jean Fulton 2018. Jean Fulton 2018.

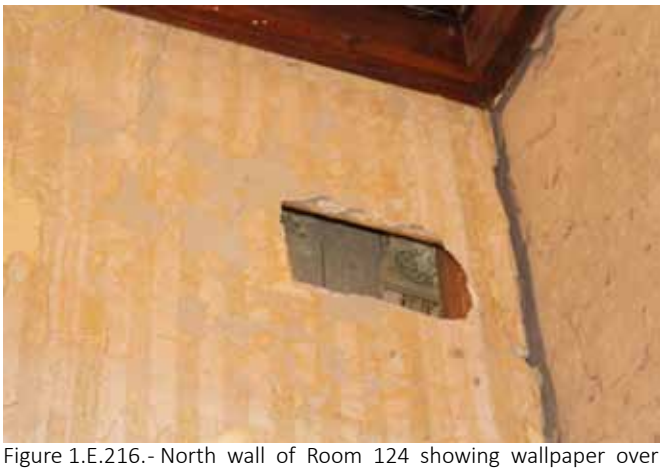


Figure 1.E.216.- North wall of Room 124 showing wallpaper over gypsum plaster on gypsum lath over furring on the wood plank wall. The plank wall has remnants of a different wallpaper. The striped wallpaper has been traced to Liberty of London. Jean Fulton 2018.

The walls of Room 124 have been partially rehabilitated with the removal of cement plaster to reveal the original mud plaster, which was patched where it was missing. The basic structure of the demising walls between rooms 122, 123 and 124 is vertical plank, tongue and grooved boards that span between the floor and the underside of the floor structure above. This is typical for non-bearing walls between both first floor and second floor rooms. In some cases this forms the finished surface of the wall but usually shows at least traces of wallpaper. The north wall of Room 124 is furred out with stud framing with gypsum plaster on gypsum lath covered in wallpaper. The wallpaper has been identified as being sourced from Liberty of London, well-known in the nineteenth and twentieth centuries for their high quality wallpapers and still in business today. The evidence for this determination has not been confirmed. A hole in the gypsum board reveals traces of wallpaper on the vertical wood boards behind the framing. There is a fireplace and corner flue at the southeast corner of the room with a wood fireplace surround and mantel painted brown. The surround has deeply recessed panels with multi-layered moldings.

The adobe walls of Room 123 have been stripped of cement plaster and most of the original mud plaster at the west wall is missing. Severe erosion of the adobes at this wall was repaired as part of the West Facade Rehabilitation project. The wall below the window is wood frame, indicating it was previously a door. The window has been removed and the door is being restored under the West Facade Rehabilitation, as approved by NMHPD. The east wall is also missing a significant amount of mud plaster and the adobes are very rough underneath. The south wall is the exposed vertical tongue and grooved planks with small vestiges of wallpaper. There is a central portion of the wall where the planks are missing and the framing and gypsum lath in Room 124 is visible, indicating this may at one time have been an opening. The north wall appears to be gypsum board over the vertical plank wall. The wall is in fair condition, with some tearing in the surface of the

Figure 1.E.217.- Room 123 looking south showing vertical T & G wood plank wall. This type of wall is typical of non-bearing dividing walls throughout the building on the 1st and 2nd floors. This is the back side of the wall in the photograph below. Jean Fulton 2018.

Figure 1.E.218.- Deteriorated adobe at the west wall of Room 123. Note: The adobes were been replaced with wood framing below the window, indicating it was formerly at door. The adobe has been repaired, the window frame and framing below removed, and new doors are to be installed (to match those seen in historic photographs) as part of the 2021-22 West Facade Rehabilitation. Jean Fulton 2018.

Figure 1.E.219.- Room 122 looking west after removal of plaster and repair of adobes. JSCA 2021

gypsum board.

All walls in Room 122 are painted cement plaster on adobe, except at the south wall where cement plaster is applied over the earlier wood plank wall surfaced with wallpaper. Much of the plaster has been removed from the west wall to make repairs to the underlying adobes. Where the plaster remains, the walls are painted a light pinkish color and are in good to fair condition. There is some cracking of the paint and/or plaster. The cement plaster terminates just above the line of the former dropped ceiling, removed by the Foundation, which was installed below the original ceiling as part of the bank renovations. A previous gypsum plaster surface is visible above this and has remnants of wallpaper. A square section of plaster was removed back to the adobe at the west wall as part of the 2008 Cornerstones assessment and revealed multiple layers of cement-based plaster over some very thick layers of gypsum plaster (see Figure 1.E.2 on page 1.E.3.)

The east, west, and south walls of room 121 and 121A (the former bathroom) have had the cement plaster removed to expose the original mud plaster on the adobe substrate. Traces of white on the plaster may be whitewash. The condition of these walls is fair to poor and will require extensive repairs to the mud plaster. The west wall adobes were repaired as part of the West Facade Rehabilitation, including removal of the former bathroom window in Room 121A and filling in the opening with adobes. There is some significant cracking at the corners of the south wall. The north wall is cement plaster over gypsum plaster on wood lath (visible from the other side of the wall in Room 120). The condition of the plaster is good.

At Room 120, cement plaster has been removed from the east and west walls exposing adobe and mud plaster. There are remnants of what appears to be limewash on the mud plaster at the west wall. Both walls are in fair to poor condition, with widespread plaster losses and basal damage to the adobes. The east wall has a large chase carved into it from conduit installation (now removed) and it appears that the doorway was narrowed at some

Figure 1.E.220.- East wall of Room 122 showing multiple plaster layers over wallpaper applied directly to mud plaster. Inset South wall with wallpaper on gypsum plaster, on wood lath, on wood furring, over wood plank wall with a different wallpaper that matches that on the south wall. Jean Fulton 2018.

Figure 1.E.221.- Room 121 Looking SW showing possible remnants of whitewash over mud plaster an the adobe walls. Note portion of floor removed to inspect basal adobes at west wall. Jean Fulton 2108.

Figure 1.E.222.- East wall of Room 120 showing mud plaster losses, large chase for conduit, cracks at filled-in door jambs and brick chimney. Jean Fulton 2018.

point resulting in vertical cracks each side of the doorway at the former jambs. There is a brick chimney flue for a wood stove with the circular opening for the flue still visible at the south end of the east wall. The chimney does not extend above the roof and thus is no longer usable as a flue. The north and south walls are painted cement plaster on wire lath over gypsum plaster on wood lath, presumably over original vertical wood plank walls. Their condition is mostly good with only minor cracking.

Cement plaster has been removed from all the walls of Room 119 and replaced with a smooth gypsum plaster finish over lime plaster. The work was done in January of 2018 by the Amador Foundation. The wall finish is thus in excellent condition. Although it is not known if wallpaper remnants were discovered on the walls prior to application of the new plaster, it is likely that this room was originally fully wallpapered like other rooms in the Hotel. Teller windows installed by the bank at the north wall were covered up and plastered over. A concealed opening at the west wall that was revealed when the plaster was removed, which was a former door and before that a window, was opened up and covered with plywood at the exterior. The opening at the sill where the door was located was filled in with CMU to the level of the sill of the former window. The opening has a lintel composed of multiple side-by-side pieces of rough-sawn lumber, the front edge of which is left exposed in the plaster. It should be noted that this is a typical detail for the Pueblo Revival style but not for the Territorial style. Remnants of a lintel lower down at each jamb, also left exposed, indicate the opening was raised in height (possibly when the door was installed). The north and west walls each have two nichos and the north wall has one. They have arched tops and are of different sizes and configurations. The south wall has a projecting band around its perimeter with rounded corners at the top just below the ceiling. There is a brick flue at the east end of the north wall, a portion of which has been left exposed to reveal a circular flue opening, likely for a wood stove.

Figure 1.E.223.- North wall of Room 120 showing two plaster layers over wood lath. West wall to left is adobe with mud plaster that appears to have been whitewashed. Jean Fulton 2018.

Figure 1.E.224.- Room 119 looking NW, showing new lime plaster, nichos and uncovered door opening in west wall with new sill installed in 2017 by the Amador Hotel Foundation. Jean Fulton 2018.

Figure 1.E.225.- Room 119 looking southeast towards Room 120, showing nicho at east wall and recessed panel at south wall.

Floor and Floor Coverings

The floors in Rooms 102, 103, 125 and 124 are of the same species and dimension of tongue and grooved white oak as the Lobby and were refinished as part of the recent work carried out by the Foundation. The boards run in a north-south direction at Room 102, 103, and 125, and in an east-west direction in Room 124. Room 102 features an inlaid medallion similar to those in the Lobby. Some boards were replaced, including those with pipe holes for the former hot water or steam radiators that were part of the heating system up until 1969. The base in Room 103 is made from 1x8 dimensional lumber and is painted brown. It was installed following the floor refinishing. The other two rooms have no base except a single quarter-round shoe molding at the north wall of Room 102. Although the original base in Room 102 may have been removed as part of the 1946 remodeling it is likely that all rooms originally had the nominal 1x8 base with ogee top found at other first floor walls in the building.

The recently refinished floors are in excellent condition and are an indication of what can be expected when the Lobby and other floors are refinished. The floor in Room 125 exhibits some minor shrinkage, gouging and pitting. The 1969 bank construction plan calls for the floor in Room 124 to be removed and replaced with a concrete slab, but this was not executed. The floor includes several darker colored boards than those at other rooms. This could indicate the floor was installed at a different time or that boards have been replaced.

The floors in Rooms 122 and 123 are poured-in-place concrete, which replaced the original wood floor as indicated on the 1969 construction plan. The slabs are in fair condition. The slab in room 123 appears to be a soft concrete pour thinner than the 4" thickness called out on the construction plan. Baseboards have been removed at Room 123 although nailers are still in place that anchored them. At Room 122 the baseboard is a contemporary 1x7 board stained at the north, south, and east walls and painted on the wall at the west wall (removed in 2021).

Figure 1.E.226.- Refinished floor oak T & G Floor at Room 102 with quarter-round shoe mold base inset. Jean Fulton 2018.

Figure 1.E.227.- Contemporary square-edged base at Room 103. Jean Fulton 2018.

Figure 1.E.228.- Sanded but not yet sealed oak T & G floor at Room 124. Jean Fulton 2018.

At Room 121A historic flooring is no longer present. The floor is partially covered by MDF board, but otherwise is exposed floor joists running in an east-west direction, bearing on perpendicular sleepers on grade. The MDF likely replaced oak flooring in the bank or Dona Ana County renovations, although this is not indicated on the 1969 plan. The MDF was partially removed as part of the Foundation's investigative work and to repair the adobes at the west and south walls in 2021. There is no remaining floor base.

The floors in Rooms 121, 120 are 2-1/4" (face) tongue-and-groove white oak boards running east-west on wide (8") tongue-and-groove decking on an earlier floor. Sections of floor have been removed along the west walls of both rooms. At these locations an earlier pine, tongue and grooved floor running in a north south direction is visible approximately 6" below the current floor. Like the Lobby floor, the current floor is anchored to joists, which bear on the previous floor, and the framing for the previous floor is resting on, or very close to the dirt grade. The oak floor has not yet been refinished. There is no base at the east and west walls of Room 121 (except at the door recess), but at the south and north walls there is a historic nominal 1"x 8" base with an ogee profile top edge, painted brown. The floor butts up to the base, indicating that it was installed after it (the base possibly being contemporaneous with the wide, tongue and grooved floor below the top floor). The base at room 120 is contemporary 1x4 S4S lumber painted brown. Room 119 has no base, although nailers were evident before the new lime plaster was applied to the walls. The flooring condition in Room 121 is fair and in Rooms 120 and 119 is good, except a portion of it has been removed along the north wall at Room 119. All floors appear to be capable of being refinished to a similar standard to the south rooms, although there are larger areas of replacement boards required. The condition of the remaining base is good and provides a template for new base at other walls, where it is missing, and as a replacement for the contemporary base in Room 120

Figure 1.E.229.- Very rough textured concrete floor at Room 123. Room 122 is similar. Jean Fulton 2018.

Figure 1.E.230.- Damaged and cracked concrete at doorway Room 123. Jean Fulton 2018.

Figure 1.E.231.- Oak T & G floor at Room 121 showing portion removed at west wall for adobe repairs.. Jean Fulton 2018.

Figure 1.E.232.- Remaining historic base at Room 121. Jean Fulton 2018.

Ceilings and Soffits

All rooms in this group feature ceilings, of one form or another, dropped below the vigas, which appears to have been a feature of the building since its construction. It does not appear that the vigas and decking above ever formed the finished ceiling in these rooms, except perhaps in the very early years of the building's life. It appears that the rooms originally featured mantas (stretched muslin cloth) or stretched wallpaper ,which were a common feature of New Mexican buildings prior to the 20th century. Remnants of wallpaper wrapped around and tacked to perimeter boards were found in several rooms.

The exception to the dropped ceilings is the entry, Room 102, which features vigas and thin, reed-like latillas laid in a herringbone pattern on top of them. Floor decking boards are visible above the latillas. It appears the vigas are structural and original to the building, since they are at the same height as the vigas above the ceilings in the adjoining rooms, and that the latillas were installed later, either as part of the 1946 renovations, or possibly even as late as the bank renovations. Additional investigation is required to determine this. The vigas are painted brown and the latillas appear to have a coat of clear sealer applied to them. Both are in good condition although there are some gaps between the latillas, through which the 2nd floor decking above can be seen.

Room 125 features a gold-painted, pressed metal ceiling, in a square pattern with a crown molding also painted gold. It has floral and circular motifs. Based on the design and workmanship, the ceiling appears to be from the late 19th or early 20th century, according to a representative of W.R. Norman, from Nevada, Missouri, who may have manufactured it originally and who have been in business since 1898. It is the only ceiling of historic appearance, other than the entry, that remained visible when the City of Las Cruces acquired the building. The metal panels are faced nailed and are in generally good condition. The ceiling was likely not gold or even painted originally.

Figure 1.E.233.- Painted vigas and thin latillas in Room 102. The vigas appear to be part of the original structure but the latillas appear newer, likely installed in 1946. The ceiling may have been fiberboard prior to 1946, and likely stretched wallpapar before that like other rooms. Jean Fulton 2018.

Figure 1.E.234.- Coffered fiber board and batten ceiling in Room 103. The battens have been painted the same color as the fiber board but were likely contrasting originally. Inset: Packing material used as decking above ceiling with "Martín Amador, Las Cruces" and "Arbuckle's Coffee" printed on it. Jean Fulton 2018.

Figure 1.E.235.- Historic pressed metal ceiling in Room 125. Based on the pattern and the workmanship this ceiling appears to date from the early days of the hotel and does not appear to have been used elsewhere in the hotel, indicating the room had a special function, such as the guest lounge. Jean Fulton 2018.

Figure 1.E.236.- Coffered wallpapered fiber board and batten ceiling in Room 124. Note that the battens match the coffer beams and the beams appear to be stained a lighter brown than the beams in room 103 that may be painted. Jean Fulton 2018.

Figure 1.E.239.- Detail of wallpaper on ceiling panels in Room 124. Jean Fulton 2018.

Figure 1.E.237.- Room 123 coffered board and batten ceiling with contrasting stained battens and beams and showing damaged panel and remnant of wallpaper that matches that in Room 124. Jean Fulton 2018.

Figure 1.E.240.- In Room 122 a modern dropped acoustic tile ceiling and a coffered ceiling with acoustic tiles above it was removed to reveal the pre-1969 coffered fiber board ceiling which exhibits damage. The layout features an east-west cross beam. One of the north south beams is missing at the SW corner. The ceiling was removed and stored in 2021, due to structural instability. Jean Fulton 2018.

Figure 1.E.238.- Room 121 showing coffered board and batten ceiling similar to Room 122 and layout similar to Room 120. Only panels in central bay exist. Jean Fulton 2018.

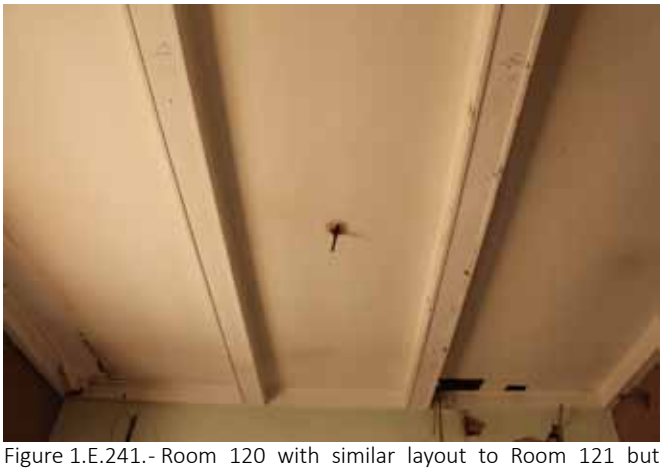


Figure 1.E.241.- Room 120 with similar layout to Room 121 but beams and boards are painted white and there are no battens. The panel joints are plastered or spackled. Jean Fulton 2018.

Rooms 103 and 119 through 124 all have varying layouts of coffered or plain board and batten ceilings composed of faux box beams, mostly stained or painted dark brown (except at room 120, where they are painted white), with 4' x 8' fiberboard panels spanning between them or to the wall. The box beams are made from three square-edged 1x lumber sections with the sides projecting just below the bottom, forming a recess on the bottom. The trim at the wall varies somewhat from room to room, being either a narrower boxed section, similar to the beams, or a single piece of board trim against the wall with a flat 1x2 on the bottom edge and a crown molding at the top, holding the fiber board panels in place. The panels are trimmed at the beams with quarter round moldings. In all except Rooms 119 and 120, where they are plastered, panel joints are covered by battens whose profile varies from room to room. Some are square-edged, some chamfered and others have an ovolo edge profile. There are many panels missing or broken and their surface treatment varies. In a number of rooms there is wallpaper visible, which in most cases has been painted. Room 124 has the most panels with intact wallpaper, none of which has been painted. In room 122 the faux beams will need to be repaired. In Room 119, the former dining room, the ceiling was painted by Corina (Amador) Campbell in the 1920s. It had been covered with plastic sheeting during the time of the assessment, to protect it from on-going work, and has thus not been accessible. A photograph from the time of the 2009 Reuse Study, when it was above a lay-in ceiling, taken at the center of the room, revealed an elaborate painted trompe l'oeille of curved wood latticework with green and blue paint between it and a small wood medallion with a bird painted on it, presumably serving as a rose to hang a light fixture. The faux beams appear to be painted white. The ceiling should be assessed once it is considered safe to remove the plastic.

Figure 1.E.242.- Remnant of stretched ceiling wallpaper still wrapped around, and tacked to perimeter board, a variation on the traditional manta (stretched muslin) commonly used in historic properties in New Mexico. This condition was found at several rooms throughout the building.

Figure 1.E.243.- Detail of ceiling in Room 119 painted by Corina Amador Campbell in the 1920s. Kells + Craig Architects 2009.

Figure 1.E.244.- Detail of ceiling in Room 119 showing floral pattern and trompe l'oeille relief. Kells + Craig Architects 2009.

Figure 1.E.245.- Columned opening between Room 121 and 121A. Note unpainted tops of columns, pink paint below, and brown paint below that. The unpainted section likely indicates a missing column capital. Jean Fulton 2018.

Figure 1.E.246.- Three recessed panels at column base at Room 121A with profiled moldings. Jean Fulton 2018.

Figure 1.E.247.- Note single panel similar to previous photograph on end of column base. Jean Fulton 2018

Figure 1.E.248.- Cabinet base of columned opening at Room 121 with plain recessed panel. Jean Fulton 2018.

Figure 1.E.249.- Base trim at columns Room 121 with shelf above (typical of two). Jean Fulton 2018.

Millwork

Other than the paneled fireplace surround in Room 124, there is only one example of millwork in these rooms. This is the columned opening between Rooms 121 and 121A. It consists of 8" square wood columns either side of the opening and half-columns at the adjoin walls about 24" from the full columns. Each column terminates at a boxed beam, just below the bottom of the ceiling beams, that spans the opening, and at an approximately 24" high plinth at the base that is a cabinet with a recessed panel door. The door is of simple square edged recessed panel construction with surface hinges and a decorative brass pull. The end of the plinth has one recessed panel and the back (facing room 121A) has three panels. The panels have profiled moldings in contrast to the cabinet door. It is unclear why this particular room has such an elaborate piece of millwork, when there is nothing similar elsewhere in the building, especially since it divides a large room from a very small room and the more elaborate panel design is on the smaller room side. It is also not known what the function of the smaller room was prior to being a bathroom. There are three different paint colors on the columns, indicating three ceilings. The top, likely the oldest, is unpainted, with pink below that, and brown below that, indicating that there was a matching molding to the column base that was removed.

Second Floor Rooms 202 through 214

General

The second floor, other than the balcony, which is discussed above, breaks down into three areas that have different characteristics from each other; Room 202 at the north end of the balcony; Rooms 203 through 213 at the west side of the balcony and west of room 202; and Room 214 at the south end of the balcony. Room 202 is considered as being one room, although it was two rooms prior to the 2018 selective demolition work. The removed demising wall was wood stud and faux plywood paneling and was clearly erected since 1969. The same is true of Room 214, except in that case there were three rooms. All rooms on the second floor have been reassessed following the 2021 demolition work.

Walls and Wall Coverings

Room 202: All the walls in this room were thought to be plaster on adobe, possibly with a gypsum board layer over the plaster. However, selective demolition showed that the north and east exterior walls are in fact wood stud framed. The east is a single stud wall but the north has a double row of studs with a total thickness of about 9". The west interior wall is cement plaster on adobe. The central section of the south wall still has wood furring on it but the adobe wall behind is mostly unplastered, except for some remnants of what may be a former exterior lime plaster finish in a grey-green color since this was an exterior wall prior to the construction of this room in the 1920s. The remaining finished walls in the room show some sign of cracking, but appear generally in good condition. They are painted white.

Rooms 203 through 213: These rooms are similar to each other in size and construction, but have a wide variety of wall finishes. The east and west walls are all painted plaster on adobe, in an off-white color, but display areas of different plaster layers and wallpaper fragments at the east walls above the line of the removed dropped ceiling.

Figure 1.E.250.- Room 202 looking east. The east and north walls are wood stud framed with gypsum board covering. JSCA 2021.

Figure 1.E.252.- South wall of Room 202 showing unfinished adobe wall behind wood furring and former window opening to lobby. Jean Fulton 2021

Figure 1.E.251.- Room 203 looking west (after 2021 selective demolition) has three plastered adobe walls, with windows at the west and north walls. The south wall is vertical T&G boards with wood furring and perforated fiberboard over it. An old layer of green painted lime plaster applied directly to the adobe is visible between the joists at both the west wall and east wall (inset). JSCA 2021.

The plaster on the adobe appears to be gypsum, except Rooms 211 and 213, which are likely cement plaster. In several rooms there is what appears to be very old green-painted lime plaster between the joists at the east wall that may be the original finish from when the second floor was constructed in 1885. The west wall of Room 209 appears to have a layer of gypsum board over the plaster. The only north or south walls that are painted plaster on adobe are the north exterior wall of Room 203, the demising wall between Rooms 208 and 209, and the south wall of Room 213. The remaining demising walls are all vertical tongue and grooved wood bead board. Some are painted directly, but most are wallpapered, some of which has been painted over. The wood boards are painted a greyish green color. In several rooms furring has been applied to one side and rough horizontal wood planks installed. Others have fiberboard or faced masonite in limited areas. In many rooms there is a variety of wallpapers within the same room. More detail on the remaining wallpaper and other finishes can be found in the wallpaper documentation included in the appendices.

The plastered walls are all in generally fair to good condition with mostly only minor cracking and some holes where conduits and telephone wiring has been removed. There are plaster losses above windows on the west wall and where the original base is missing, as well as between the ends of the joists. These also occur above the line where dropped ceilings have been installed and removed, specifically where the wall has been replastered after the dropped ceiling was installed, such as at Room 204. The only wall that appears to need significant re-plastering is the south wall of Room 213, which is plaster on adobe and exhibits widespread cracking (see section on interior bearing elements above). The existing plaster also appears to be Portland cement based and a more breathable alternative such as mud, lime, or gypsum is preferred. The wood panel walls, although rather insubstantial, are also in generally good condition. Many of the walls, mostly where there are door openings, are stabilized by horizontal 2x4s or

Figure 1.E.253.- South wall of Room 204 showing vertical T&G boards with a double 2x6 stabilizing beam over the doorway. Wallpaper has been wrapped over this beam. Only a small portion of the wallpaper remains unpainted. Note vertical rough-sawn panelling in Room 205 beyond. JSCA 2021

Figure 1.E.254.- North wall of Room 204 showing original vertical T&G wood plank wall covered with at least two layers of wallpaper. JSCA 2018.

Figure 1.E.255.- Room 209 looking east. Wallpaper is visible above the more recently plastered and painted north and east walls. The south wall at right is vertical T&G boards fully covered with wallpaper. Jean Fulton 2021.

Figure 1.E.256.- Almost intact floral design wallpaper over T&G boards at the north wall of Room 212, with a deeper frieze that appears older than those at other rooms. The lower half of the south wall is painted plywood. JSCA 2021.

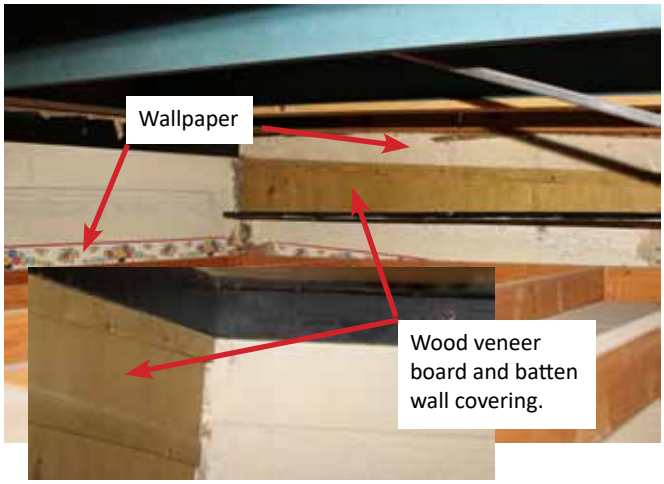


Figure 1.E.258.- Photo taken above gypsum board ceiling (prior to its removal in 2021) in Room 207 showing wallpaper remnants and what appears to be wood veneer (or simulated wood veneer) board and batten panelling. There appears to be wallpaper both beneath and on top of the panelling. JSCA 2018.

2x6s, usually aligning with the tops of doorways. These are sometimes doubled up and are installed both flat and vertically, depending on the room. The wallpaper coverings, where intact, are in fair to poor condition. There are few complete walls of wallpaper and in several instances they have been painted over. Decorative strips (friezes) of wallpaper below the ceiling and small decals of figures are common features throughout the second floor west rooms. Based on their design, these may be from the 1950s or 60s. In several cases the wallpaper wraps over the stabilizing beams.

Figure 1.E.257.- Room 206 looking east showing a painted vertical T&G bead board wall at left, without wallpaper, painted plaster over wallpaper at east wall, and vertical rough boards at the south wall (right). Note the older wallpaper frieze above the painted plaster and even older painted mud plaster above that. Jean Fulton 2021

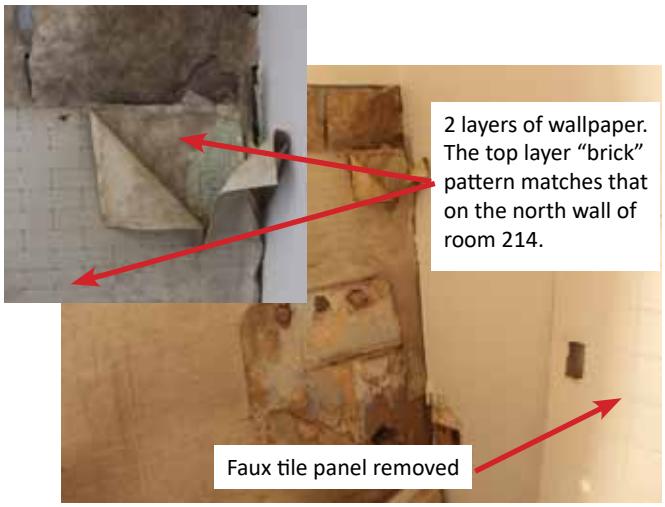


Figure 1.E.259.- Area of west wall of Room 213 where sink and Masonite faux tile backboard were removed to reveal wallpaper behind. Jean Fulton 2018.

Figure 1.E.260.- Room 212 looking east showing wallpaper, including a frieze above a more recent plaster finish, & older, white plaster finish between joists. Note wallpaper over upper transom Jean fulton 2021.

Figure 1.E.261.- Composite photograph of the condition of the north wall of Room 214, showing the variety of finishes and conditions in this room, including unpainted and painted mud plaster, and remnants of wallpaper and other sheet coverings. Evidence of removed walls that formerly divided the space is clearly visible, including the two original adobe walls that line up with the east and west walls of the front entry below. JSCA 2021.

Figure 1.E.262.- Composite photograph of south wall of Room 214 with plaster losses where walls were removed and cracking around the windows. The finish is painted mud plaster. The central section is unpainted and matches that at the north wall in the same location. JSCA 2021

Figure 1.E.263.- East wall of Room 214 showing cracks and plaster losses. An area of white paint is visible below the beige finish. JSCA 2021

Figure 1.E.264.- The west wall is in the best condition with some water staining & plaster losses under the north jamb of the window. JSCA 2021

Plywood paneling over gypsum board was removed from the walls of Room 214 and revealed a mix of mud, gypsum and cement plasters on adobe. The finish for most of the room is paint on 1/2" mud plaster on wallpaper or paint over 3/4" mud base coat over the adobe. At the central section between the removed north-south adobe walls there is an additional 1/2" finish layer of unpainted mud plaster of high quality, with a very hard smooth finish. It appears that this must have been present before the north-south walls were removed but is also newer than the finish on the walls to the east and west of it.

There are plaster losses and cracking at all walls except the west wall, with the most severe and extensive at the north wall. Much of the plaster is quite friable and subject to delamination. At all walls the second plaster coat is missing above a former dropped ceiling line and has been patched and with an unpainted mud plaster matching that at the south wall. Painted wall colors range from beige, off-white, to green and yellow. There are several areas of wallpaper fragments and a limited area at the north wall of faux tile sheet goods, where there appears to have been a bathroom or kitchenette.

Floor and Floor Coverings

In Room 202 MDF boards on sleepers were removed in 2021 to reveal a severely deteriorated floor and floor structure with several different finishes in different states of repair. The subfloor is unfinished butted planks, running north-south, which are covered with T&G oak flooring at the east half of the room and portions of the west half. Other areas are the exposed subfloor (except where entirely missing). The top of an adobe wall is exposed at approximately the center of the room, which at one time likely went to the roof and corresponds to the wall between Rooms 116 and Room 118 below. It is also at the approximate location of a wall shown on the 1913 through 1927 Sanborn Maps. Limited areas of resilient sheet goods or tile remain that include a green colored tile and a beige sheet with a grid pattern. The entire floor slopes at approximately 1/8"-1/4" per foot from west to east, due to it being constructed over the roof of the former "Hay Warehouse".

This floor will most likely need to be completely rebuilt but some, if not all, of the remaining oak flooring may be salvageable for a new floor finish.

Following removal of carpeting and plywood on sleepers Rooms 204 through 213 were found to have tongue and grooved, likely red oak, flooring running in an east-west direction, matching that in room 203 which was already exposed, although the latter appears to have been more recently refinished. The oak appears to be a more recent installation than the balcony and lobby floors and is laid on top of a former T&G oak floor running north-south as can be seen from Room 121 below. The boards above room 121 appear to be of a wider dimension than those visible at the second floor rooms .

There is a mix of vintage and contemporary base boards at rooms 203 through 213. Room 203 has the most intact older baseboards at the north, west and south portion of the east wall featuring a 7-1/2" high, brown painted base, with an ovolo profile top edge and a quarter-

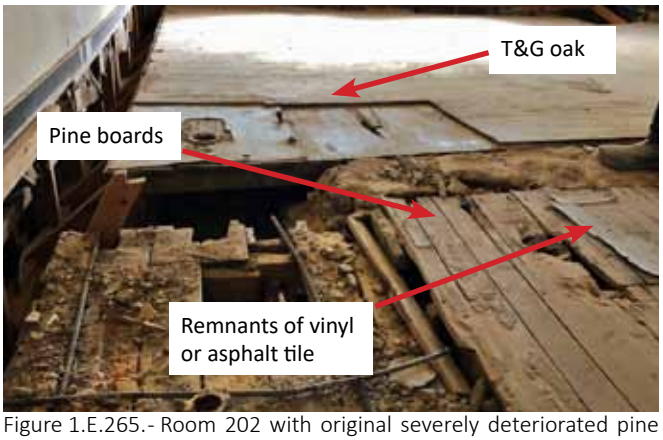


Figure 1.E.265.- Room 202 with original severely deteriorated pine boards running east-west (foreground) and 2-1/4" T&G oak running north-south (background). Sandoval Construction 2021

Figure 1.E.266.- T&G oak floor in Room 211 looking west. Note the slope to the northwest corner. JSCA 2021

Figure 1.E.267.- Top-T&G oak floor of Room 209 running east-west. Above - Structure above ceiling of Room 121, below Room 209, showing T&G oak flooring running north-south. This must be the original floor to Room 209. Top: JSCA 2021; Above: Jean Fulton 2018.

round shoe molding at the junction with the floor. This is typical of older base boards at other rooms many examples of which exist at the east walls but not at the west wall. At the north end of the east wall of Room 203 and the south wall it is a square-edged, contemporary dimensional lumber replacement with the shoe molding, which is also found at other rooms. The former base laps over the door jamb molding, indicating that this may have replaced an earlier base, or that no base existed previously. Where floors were leveled with sleepers and plywood, some old base was found at the west walls of rooms below the floor that was removed. In some rooms is was damaged or only partially present, and at others it had been removed.

At the north and south walls of most rooms no base is present except where the walls are adobe. There are two examples of painted bases and a number of walls that have paint lines indicating a former base may have existed. If so, these were removed with the addition of the gypsum board over wood stud furring. There is also a space between the oak flooring and the walls at many rooms, which was likely covered by a base previously. The condition of base varies considerably but where undamaged they provide an excellent template for replacement in-kind.

Despite the removed floor levelling system having been screwed to the oak floors they remain in surprisingly good condition and appear capable of being refinished, subject to review by a wood floor refinishing specialist (since only the floor in Room 203 was visible at the time of the visit by Stout Hardwood Flooring). The major hurdle to the rehabilitation of these floors is their extreme slopes in many rooms, most notably at rooms 209 through 212 where the "sag" in the entire building occurs. Almost all floors slope from east to west and several also slope from north to south and in the opposite direction from the low point towards the south.

Figure 1.E.268.- The northeast corner of Room 203 showing older wood base boards typical at several east and west walls in Rooms 203 through 213. Jean Fulton 2018.

Figure 1.E.269.- Line on south wall of Room 205 possibly indicating the presence of a previous wall base. Jean Fulton 2021

Figure 1.E.270.- The only wood base board on a wood plank wall at the south wall of Room 209. Jean Fulton 2021

Figure 1.E.272.- A base board found beneath the removed floor leveling construction at the west wall of Room 209. Jean Fulton 2021

Figure 1.E.271.- A damaged baseboard found below the removed floor levelling construction. JSCA 2021

The selective removals of the former plywood floor on sleepers in Room 214 have revealed oak strip flooring in approximately two thirds of the room running north-south, the remainder being plywood. The oak flooring is 2"wide by 3/8" thick tongue and grooved material, which is much thinner and narrower than standard oak strip flooring. It is in fair to poor condition with cupping and gaps at joints, but due to its thin gauge it is unlikely that it can be refinished. Below this floor and the plywood is a second tongue and grooved oak floor of the standard dimensions of 2¼" wide and is likely to be 3/4" thick. This appears to be the floor that can be seen above the ceiling of Room 103 below, which is the same width and runs in the same direction, although it is possible there may be another floor of the same dimensions below it. From a small portion of this floor that can be seen in Room 214 it appears to have been covered with some other material previously since there are mastic remnants visible. The condition of this floor and its ability to be refinished are unknown.

Figure 1.E.274.- View looking west in Room 214. Note the plywood to the right, the oak strip floor to the left, and the mostly intact wall base. JSCA 2021

The same older base as found in the west rooms was revealed when the paneling at the walls was removed and all of it remains, except a portion at the west end of the north wall. It is painted white and is generally in good condition.

Figure 1.E.273.- Detail of thin gauge oak strip flooring in Room 214 showing standard width T&G oak flooring below running in the opposite direction with remnants of black mastic.. JSCA 2021

Figure 1.E.275.- The underside of oak boards of the same dimension and running in the same direction as those below the current oak strip floor in Room 214 above. JSCA 2017

Ceilings and Soffits

Room 202 has vigas spanning north-south, painted brown with gloss paint with cement plaster coves between each viga painted off-white. This is unique in the building. The only historic photograph that is apparently of this space (although it shows a large window that no longer exists) appears to show wood planks between the vigas. As noted in the discussion of the roof framing system over this room in the "Interior Bearing Elements, Floor, and Roof Framing–Architectural Assessment" section, the exploratory hole cut in the cove as part of the 2018 selective demolition revealed square edged boards painted or stained brown, which appears to be the original ceiling. It appears that the plaster coving was added possibly as part of the 1946 renovations or even as part of the changes made after 1969. The plaster is in generally good condition.

Rooms 203 through 213 all have painted dimensional lumber joists and wood decking ceilings. At a hole cut in the decking, remnants of burlap, a layer of mud and asphalt roofing on top of the ceiling deck indicate that this was the former roof, prior to the parapet being raised and the roof being re-sloped to a west-east direction, in the early years of the 20th century, as noted earlier in this report. Colors for the structure include a dark green in Room 203, blue in most of the other rooms, matching the paint at the underside of the balconies, a slightly lighter green than Room 203 in Room 212, and a grey-brown in room 213. The finishes in Rooms 203, 212, and 213 may be stains rather than paint, and appear older than the blue paint. Paint layer analysis has not been performed to determine whether these colors represent different time periods, but this is recommended.

Evidence of a second finish ceiling is present at all rooms in the form of small remnants, or in some cases, portions of rooms with fiberboard ceilings, applied to the bottom of the joists or to furring attached directly to the bottom of joists. Room 206 appears to be the only case where the furring is dropped below the joists at the high end

Figure 1.E.276.- Painted vigas and plaster cove ceiling Room 202. Kells + Craig Architects 2009.

Figure 1.E.278.- The green ceiling in Room 203. JSCA 2021

Figure 1.E.279.- Hole cut in ceiling showing former roofing. JSCA 2018

Figure 1.E.277.- Remaining board and batten ceiling in Room 208, JSCA 2021

of the room to provide a level ceiling. Remnants of dark brown or black painted perimeter trim boards and intermediate battens exist in some rooms, which likely were present in all rooms with this ceiling. The fiberboard appears to be unpainted but was perhaps considered "pre-finished" although no finish is detectable. The date of the fiberboard ceiling is not known but is likely to have been from the 1946 renovations or later. They appear to predate the bank renovations.

In Room 212 a different panel is used that has a glossy cream or off-white finish with a silver perimeter approximately 2" wide. The ragged quality of the line between the silver and the cream indicates that one or other or both may have been painted on. It does not appear that there were also battens that covered the panel joints, since there are no nail holes in the face of the panel other that the nails attaching them to the furring. It would appear to be a panel from the 1950s or 60s.

All rooms show paint lines where the dropped gypsum board ceiling on furring was removed in the 2021 selective demolition.

At Rooms 210 through 212 the joist adjacent to the south wall is boxed out with a wood soffit painted to match the surrounding structure. The soffit has a radiussed edge and a groove where it meets the fascia. It is not clear what the purpose of these boxes is but they possibly conceal plumbing or wiring. They should be further investigated and could potentially be used for distribution of services for the rehabilitation. They do not appear to be recent additions and are at least as old as the surrounding paint or stain.

Although the finish has faded, particularly those areas that appear to be stained, the wood ceiling structure is in generally good condition, apart from the numerous attachments that have been made to it for suspended ceiling supports and various penetrations that have been made for ducts and access to the roof cavity. None of the

Figure 1.E.280.- Ceiling of Room 212 with dropped fiberboard panels. Note also the green colored painted structure above. JSCA 2021

Figure 1.E.283.- Detail of fiberboard panel at Room 212 - *JSCA 2021*

Figure 1.E.282.- Detail of boxed out joist at south wall of Room 212 - JSCA 2021

Figure 1.E.281.- Ceiling at Room 2113 with remnants of fiberboard ceiling with brown-painted structure above and remnants of old green-painted lime plaster at walls- JSCA 2021

remnants of fiberboard and batten ceilings appear reusable.

In Room 214, at the south end of the second floor, all post 1969 ceiling construction, including the lay-in acoustic tile ceiling system, was removed in 2018 and 2021, exposing the dimensional lumber joists and decking that were the former roof structure. The joists slope from north to south, which is the opposite direction from the roof above, indicating that this is likely the old roof that existed before the parapets were raised. At the east half of the room, including the entire central section up to the line of the former west adobe interior wall, the joists and decking are finished with a very faded pale gray stain or wash, which may have been the original finished ceiling. However, the structure at the west portion of the room appears to have never been painted. Also found were perimeter boards with remnants of wallpaper wrapped around them, like those found at the first floor rooms, indicating that stretched wallpaper was used as a ceiling material at one time.

Three panels of a fiber board ceiling were uncovered, attached to furring anchored to the bottom of the joists. There is evidence that there were formerly battens at the panel joints, but no evidence of coffers was found. The panels were painted a gloss or semi-gloss white with cream paint below, that can be seen where battens or electrical devices were removed. The age of these panels is not known but they were likely of similar age to those at the west rooms. Due to their poor condition the panels were removed along with the furring in the 2021 selective demolition project.

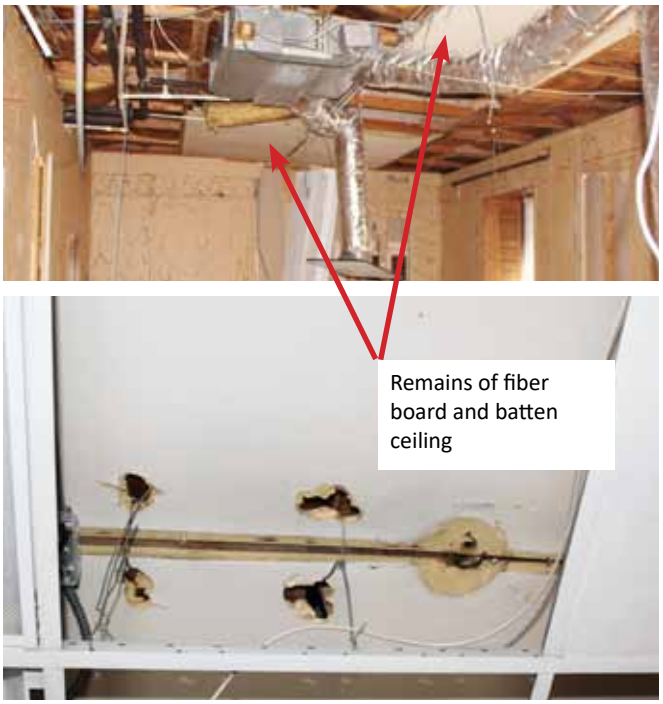


Figure 1.E.284.- Top Room 214 showing remnants of fiber board ceiling panels. Above- detail of fiberboard ceiling showing outline of removed battens and ceiling rose for light fixture. The panels and all dropped ceiling construction were removed in 2021. JSCA 2018.

Figure 1.E.285.- Room 214 looking east showing the portion of the dimensional lumber ceiling structure that appears to have been painted or stained at one time. JSCA 2021.

Figure 1.E.286.- West half of Room 214 with unpainted structure. The line at the walls below the structure was for a perimeter board for the former board and batten ceiling and possibly for a stretched wallpaper ceiling before that.

c. Conclusions and Preliminary Recommendations

Lobby and Balcony (Rooms 101 and 201)

The condition of the wall finishes in the lobby (and the wall structure itself at the east wall) is poor. Preservation, repair and/or rehabilitation of the wall finishes will need to be coordinated with the overall preservation strategy for the building. It does not appear that any of the remaining wallpaper is salvageable, other than for small interpretive exhibits. It is not known if replacement material is available but with current scanning and laser printing technology custom wallpaper may be feasible for limited areas. Ideally all repairs to the lobby plaster should be in mud and/or lime plaster to match the existing, but this may not be a durable enough finish for the reuse, so an alternative breathable plaster, such as gypsum may need to be considered.

Depending on the recommendations and final design for repairs to the east wall, the plaster finish will need to be repaired in several areas and an approach developed to rehabilitate it that can accommodate the differing substrates, without these telegraphing through to the finished surface. The wainscot that was removed from the Lobby in the bank renovations was a character-defining feature of the space. The remaining wainscot at the balcony, along with historic photographs, provide good evidence of its construction and appearance, so restoring this element appears feasible. The plaster on the walls around the balcony, by contrast to the lobby, is in generally excellent condition, as is the wainscot. Restoring the previous extent of the wainscot along the west and south walls should be considered in coordination with the general preservation and reuse objectives.

The inlaid Lobby oak flooring that has been removed and stored is very good quality material and the nails appear to have been removed from the boards without significant damage to the tongues and grooves. The oak floors are all capable of being refinished to their historic appearance, although new or reclaimed flooring will need to be installed around the lobby perimeter, where flooring was removed for structural repairs to the columns and for the bank renovations. It is estimated that at least 40% new matching material will be required for the reinstallation, or possibly more. Most of the inlays have been salvaged but will require repairs. This and the refinishing should be done by highly skilled workers to source material, fabricate, and install the intricate inlays.

Based on historic photographs it does not appear that any base was installed where the wainscot existed, except likely a quarter-round shoe mold. No photographs or evidence has been found for the small portion of wall at the north end of the east wall where there does not appear to have been wainscot, but replication of the base found at other first floor rooms would be appropriate.

The finish balcony floors may have to be removed and reinstalled for both structural reasons and to correct unacceptable cross slopes. Like the Lobby flooring the east balcony oak floor can be refinished. The west balcony floor is pine and should be assessed for its ability to be refinished and appropriateness for the reuse. Replacing it with oak matching the east balcony may be necessary. What remains of the south balcony floor will need to be assessed for refinishing once the current overlaid plywood is removed. All of the remaining oak flooring will need to be removed for reinstallation, if feasible, to modify the floor levels for accessibility and potentially for structural repairs. Some of the steps to the west rooms from the balcony are very worn and may require partial or total replacement. Although they are currently pine, replacing them with a more durable hardwood species may be necessary.

The ceilings and soffits are in generally good condition and can be repainted once the appropriate colors are determined in coordination with the overall theme and strategy for interior colors and preferably through paint layer analysis. Testing for lead based paints will be required before any work is carried out. Repairs of

the ceiling and balcony that may result from additional structural assessment, recommended above, will need to be completed before any repainting. If a lighter color is chosen for the high ceiling this may hide structural repairs better than a darker color. It appears, however, that the underside of the balcony may have always been a dark color, like the current blue color. All repairs should preferably be kept within the depth of the existing members and not noticeably change their spacing, to minimize their visual impact.

The stairs and balcony railings are in generally good condition and require relatively little rehabilitation. However, if the main stair needs to be rebuilt for structural or safety reasons this may require the railings to be removed and reinstalled. The stair railings and newel posts appear to have always been painted prior to 1969 and it is recommended that the elements that have been stripped of paint and clear sealed be repainted or that paint layer analysis is performed to determine if they were ever sealed and/or stained. The raised balcony railing and the remains of the rectangular box below it are not historically consistent with the building's pre-1969 appearance. The missing crown and sill moldings at the edge of the balcony floor could be replicated based on the outline that remains. Restoring the railing to its historic (lower) height would be more problematic, since it would not meet current building codes. However, leaving it at its current height not only changes the proportions of the space between the top of the railing and the ceiling but leaves about a 14" gap below it to the floor. This would have to be reduced to 4" maximum to meet current codes, requiring the addition of intermediate rails. Using cable rails may be appropriate, since these would be visually unobtrusive, especially if set back as far as possible from the outboard column face. Installing an approximately 4" high kick rail will likely be required to meet accessibility requirements and appears to have existed in some historic photographs. This would reduce the number of additional rails required and would be visually unobtrusive.

Rooms 102, 103 and 119 through 125

The rooms at the west side of the first floor that have not been fully renovated still require some significant work to repair the adobe walls and the plaster. Additional investigation and plaster layer analysis should be undertaken as well as a cataloging of, and more research on, the wallpaper, using the documentation included in the appendices of this report. The floors appear capable of being successfully refinished, like the south rooms, but there are more areas where boards are missing, which will require finding good material to match. Reinforcing these floors for the new uses may not be a requirement, but the presence of the lower floor and framing that are too close to grade to meet current code requirements, may be an issue. While the space below the floor does not appear to show signs of moisture migrating from the soil or through the exterior walls, this is always a possibility, along with potential plumbing leaks. In addition, it may be necessary to remove additional areas of the floors to install new utilities, and thus removal of the finish oak flooring and reinstalling it on a new structure with the requisite clearance from grade, as at the Lobby, may be a better long-term solution than leaving the floors in place and patching them.

While restoring the coffered board and batten ceiling appears feasible, it may be a challenge to find wallpaper that matches the original or complements it in rooms where this exists or appears to have existed. Since very few historic photographs exist of these rooms and none prior to 1946, careful analysis of historic material that remains is important. The work performed by the Foundation on the south rooms provides a good example of how the spaces can be rehabilitated, but the final strategy for rehabilitation of the west rooms should be coordinated with the overall preservation objectives and finish palette for the rehabilitation. As a result, some changes may need to be made to the finishes and color choices in the already rehabilitated rooms, such as those in Room 125.

Finish rehabilitation or replacement in Rooms 116 and 118 will be dependent on the results of the structural evaluation of the floor-ceiling assemblies and bearing elements in this area. Additional investigation of remaining finishes should also be made. Retaining the original lumber structure of the former Hay Warehouse would provide an interesting interpretive opportunity. A determination as to the age of the coved plaster ceiling in room 118 should be made through additional investigation. Restoring the painted lumber ceiling in this space may also be appropriate, if it is determined that this existed contemporaneously with other rehabilitated or restored elements at the interior of the building.

Second Floor Rooms (Rooms 202 through 214)

The condition of the plastered adobe walls at second floor rooms ranges from good to poor, with most being good. Apart from the central portion of the south wall of Room 202, which has bare adobe, visible poor conditions are limited to the mud plastered wall surfaces in Room 214, mostly at the north wall, although there are areas of friable plaster at other walls. Additional invasive investigation should be undertaken to determine if any of the cracks signify failure of the underlying adobes, in which case plaster will need to be removed in these areas and the adobes repaired. Replastering with mud is the preferred treatment to maintain porosity of the wall surface, and good adhesion to the adobe substrate, however lime or gypsum plaster may need to be considered for a more durable surface. Portland cement-based plasters and other non-porous finishes should be avoided. The mud plaster at the central sections of the north and south walls appears to provide a hard, durable finish, which could be analyzed to replicate at other walls. It appears it would be a suitable substrate for paint, although this may not be appropriate at the existing sections, since they have never been painted. Portions of the south adobe wall at Room 202 are still covered with gypsum board and furring, which should be removed so the condition of the wall can be examined.

Plaster at adobe walls in Rooms 203 through 213 appears to be mostly gypsum-based, but plaster layer analysis should be performed to confirm this. Where these are in good condition they can remain and be patched with like material, but where they need to be completely removed consideration should be given to replacing them with mud or lime plaster. The finish at the south wall of Room 213 appears to be Portland cement-based plaster. Since this wall has widespread cracking, some of which is through-wall to Room 214, repairs of the substrate are likely required, which should be confirmed by additional invasive assessment and structural engineering review. As noted above, removal of Portland cement-based plasters is preferred but where areas are limited in size, are in good condition, and the reverse side of the wall has a porous plaster, they could remain.

The retention of any of the wide array of wall treatments and vestiges of finishes at demising walls between the west second floor rooms will require additional study to determine an appropriate rehabilitation strategy, taking into account the needs of the reuse. Sound insulation will most likely need to be improved from the existing single thickness wood plank walls between tenant suites and between some rooms within suites. This would require the addition of gypsum board or plaster and lath over wood furring, but it is recommended that this be applied to one side of the wall only so that the original board wall or any finish that can be retained would remain as a character-defining feature. Replication of wallpaper at some walls should also be investigated.

The severely sloping floors in several rooms off the west balcony and in Room 202 would make them very difficult to use in their current state. This will require installation of a new level floor that respects the historic character of the spaces, which should include, where possible, removal, reinstallation, and refinishing of existing oak flooring and any remaining floor base. These should be supplemented by new material, where required, of matching species and design. The addition of this new

floor may also allow for installation of new electrical distribution systems below it. The ability of the existing flooring to be refinished should be determined by a wood flooring refinishing professional. The existing thin tongue and grooved oak flooring and the plywood in room 214 should be removed, and the underlying oak floor also assessed for refinishing by a floor refinishing professional. The remaining exposed oak flooring in Room 202 should also be assessed for its ability to be refinished, but it will need to be removed and reinstalled to allow for structural repairs of the floor and leveling it.

Leveling the floors may affect the thresholds of the doorways between rooms at the west side, if these are reused, which would require making them higher or eliminating them. Where they are to be reused, making them higher is not considered to be a significant negative impact on the historic character. In many cases it would require cutting the stabilizing header over the door. Where this occurs that side of the wall could receive the additional sound transmission mitigation, which could also provide the function of stiffening the wall. At Room 202, which has doors to both the east and west balconies it would not be technically feasible to raise the height of the openings since these are adobe walls with historic wood lintels. If the thresholds for the doors are not at the same level, it may be necessary to abandon one of the doorways after leveling the floor. If so the doorway should be kept in place and filled with a non-operational panel matching the historic door design.

At Rooms 203 through 213 it is recommended that at least some, if not all, of the painted exposed dimensional lumber roof structure is rehabilitated as the finished ceiling. Reinstallation of fiberboard and batten ceilings at some rooms may be appropriate for the proposed reuse and would potentially allow for running of services above them. They should be kept as close as possible to the bottom of the joists so as not to alter the room volumes significantly. Refinishing the green and brown painted or stained lumber ceilings in Rooms 203, 212, and 213, with

Figure 1.E.287.- Typical room showing the amount of slope on the floor prior to removal of the sleepers used for floor leveling. The floor below is in surprisingly good condition. JSCA 2021

the same color (or possibly just cleaning them) would provide for interpretation of these spaces at different times of the building's history, if it is found that these are older than the blue finish in other rooms. Paint layer analysis should be performed to determine this.

In Room 202 removing the plaster coving between the vigas at the ceiling should be considered to restore this space to its appearance at its construction in the 1920s, if this can be done without damaging the substrate (wood planks). The latter should be painted or stained to match the original finish.

In Room 214 a board and batten ceiling could be reinstalled. It does not appear that the room had the coffered box beams found in the first floor rooms, so a simple board and batten ceiling would be appropriate. Exposing and refinishing the joists and deck at the east end may also be appropriate, if this is consistent with reuse requirements.

xii. HVAC, Plumbing and Electrical Assessments

a. Overview

The assessments were undertaken by Robert Beasley P.E. for HVAC and plumbing, and Roger Morris P.E. for electrical, both of RBM Engineering, Inc., of Las Cruces, in September, 2017, and updated in October 2017. The work was done under a separate contract with the City of Las Cruces. The full report, including photographs, is included in the Appendices. The field visits were conducted before the systems were disconnected and before the 2018 and 2021 selective demolition, which removed almost all of the systems. There are currently no functioning mechanical, electrical or plumbing systems in the building. The engineering assessment focused on the systems in the building at the time, or those that had been recently removed or reconfigured as part of the adjacent site development. The following description of historic systems, where known, that predated the Citizens Bank renovations in 1969, was compiled by Jonathan Craig. Information is taken from evidence in historic photographs and other historic references. The engineering assessments performed by RBM in 2017 of systems in place at the time follow that and have been abridged and edited by Jonathan Craig.

b. Historic Systems

Heating:

An 1887 article in the Rio Grande Republican mentions the hotel as having “cool airy rooms, hot and cold water”. The first notation on a Sanborn Map of mechanical and electrical systems appears in 1908 and states that it has “Heat Stove” and “Light Electric and Oil”, which by 1913 was simply “Light Electric” with the same notation in 1921. A 1914 article also mentions the hotel has “Hot and Cold Baths” and a 1917 article mentioned that the owner “has just finished installing a large hot water heating plant”. Although radiators are not visible in any photographs until 1946, they were likely part of the system for which the hot water heating plant was installed. It is not known whether the heating system was steam or hot water. Steam systems were more common in the early part of the 20th century in larger commercial buildings whereas hot water systems were more common in smaller commercial buildings and residences.

Figure 1.E.288.- 1946 photograph showing radiators in Lobby and Entry. This is the only historic image of radiators, but they were likely the primary heat source after 1917. Holiday Magazine 1946.

There are currently only two fireplaces in the building; an horno in the Entry, Room 102, and a standard corner fireplace in Room 124. It is likely that the horno was installed in 1946 or later, since it is a pueblo revival feature. It may have replaced a standard fireplace or a wood stove, since the chimney, which is visible above the ceiling in the room above, appears to be older. There are a number of other chimneys and evidence of wood stove flues in several rooms. Since the early Sanborn Maps show stoves as the heat source, these likely predated the radiator heating system. No chimneys extend above the roof and the remaining fireplaces are not operational.

When the bank bought the building, a modern fan coil hot water heating system was installed. Prior to

refinishing the floors in the south rooms, there were holes for pipes indicating where the radiators had been. The holes were repaired by the Amador Foundation as part of the floor refinishing. It is assumed that the radiators were removed as part of the bank renovations.

Figure 1.E.289.- The two remaining fireplaces in Rooms 124 (L) and 102 (R). The chimneys no longer extend above the roof. Inset: Wood stove flue inlet at chimney in Room 119, Dining Room. Jean Fulton 2018.

Exposed piping is evident in historic photographs of the lobby as early as 1910, under the balconies. It is not known if these were part of the heating system or the domestic water system.

Probably the most interesting and novel element of the early conditioning systems in the building is the careful thought that appears to have been given by Martín Amador to ventilation and its cooling effects. All rooms had operable windows and all the doors into the lobby from the surrounding rooms appear to have had operable transoms. On the first floor these were eventually replaced with screen doors when the level of the floor in the lobby was raised. The operable windows on the east side of the building above the balcony and those in the former roof monitor must have provided an effective natural chimney effect. This would have been enhanced by the longest building elevation, with most of the windows, facing west, the direction of the prevailing winds. Doubtless this also resulted in a significant amount of dust entering the building from that direction.

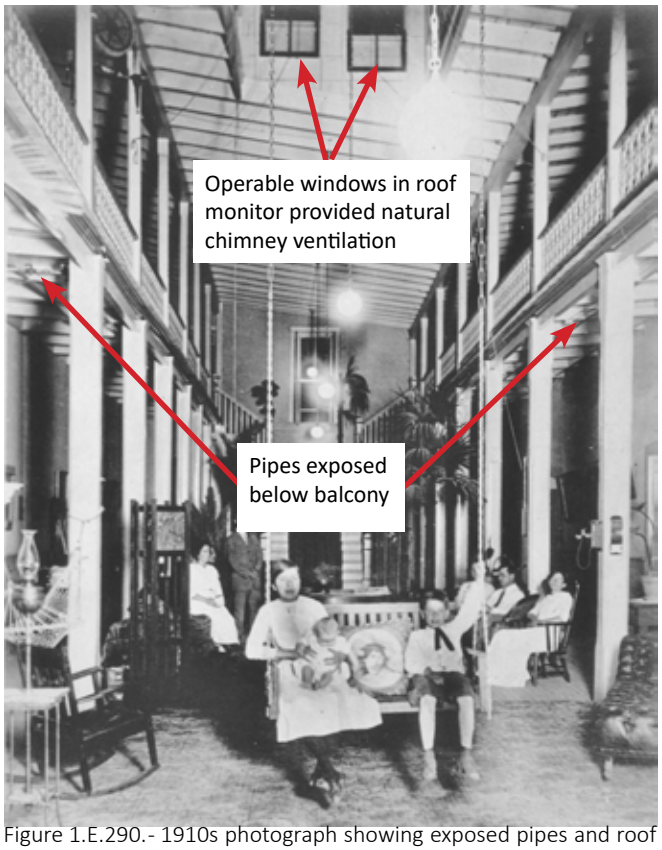


Figure 1.E.290.- 1910s photograph showing exposed pipes and roof monitor. RGHC 0004135.

Electrical Power and Lighting:

Remnants of a knob and tube wiring system exist above ceilings at both the first and second floors. At the second floor they are exposed under the former ceiling, which was the painted wood joists and decking. Knob and tube systems were commonly installed from the 1880s to the 1940s and remained in use in older buildings long after that. The wires appear to be covered in asphalt-saturated cloth insulation, which is found in older systems and could indicate they are part of the original system, which was in place by 1908 according to the Sanborn Map of that date. In Room 214 there is an old push-button light switch that is no longer operational.

The earliest interior photograph of the lobby showing electric lights is one dated 1910s. This photograph appears to be from before 1912, by which time the higher floor had been installed, and so is likely no later than 1911. This predates the first Sanborn Map that notes electric lighting. The lights are simple frosted glass

globes suspended on long chains from the roof structure down the middle of the space. There are four fixtures visible in the main lobby space and one over the stair landing. Also visible, is an oil-burning table lamp, which is consistent with the 1913 Sanborn Map notation of "Light Electric and Oil". A second photograph dated 1910s, which is later than the previous photograph, since the new floor is already in place, shows the globes had been replaced by bulbs and lamp shades. The two lamp shades that are visible are conical and a truncated cone shape. What appears to be an oil lamp is visible on top of a glass-fronted bookcase. No other lighting is visible.

A photograph from 1912 shows the same lights as the previous photograph but an additional truncated cone shade is visible along with a bare light bulb with a reflecting dish above it. This and the cone-shaped lamp shade are hung higher than the other two. A photograph dated 1915, looking south instead of north, once again shows the frosted glass globes. One is visible hanging from the high roof structure to the main lobby; the other two hang from the roof structure over the south balcony and from the underside of the south balcony. A photograph looking north from approximately 1915 also shows a globe and the bare bulb with the reflective dish, without any other evidence of lighting. It appears unlikely that the globes would have been restored after the shades. So it is more likely that the dates on the photographs are in error.

A 1938 photograph appears to show a truncated cone lamp shade on a central pendant fixture without the fabric covering. Also visible is the bare light bulb with the reflecting dish. The primary difference by this time is the presence of an abundance of electric table lamps and an elaborate floor lamp at the base of the stairs, in a floral motif with multiple cascading stems terminating in bare light bulbs. First visible in 1944 are matching lamps to this on top of each of the lower newel posts at the main stair. Also visible in 1938 is what appears to be a cut-glass pendent fixture, hung from the beams between the columns beneath the balcony. Additional tin-framed glass

Figure 1.E.291.- Remnants of knob and tube wiring above ceiling in Room 124. This can be found throughout the 1st and 2nd floors. Jean Fulton 2018.

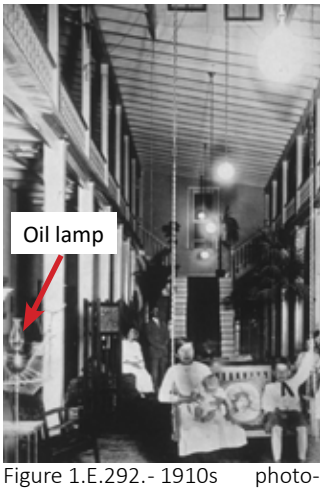


Figure 1.E.292.- 1910s photograph showing frosted globe lamp shades and oil-burning table lamp (far left). RGHC 0004135.

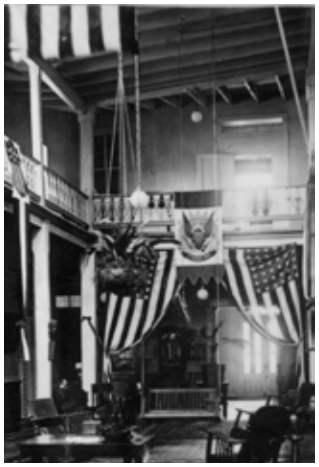


Figure 1.E.293.- Photograph dated 1915 also showing frosted globe lamp shades. This may be earlier than 1915 if the dates on the following photographs are correct. RGHC 00040224.

Figure 1.E.294.- Photograph dated 1910s showing fabric covered lamp shades. RGHC 00040225.

Figure 1.E.295.- Photograph dated 1912 also showing fabric covered lamp shades. Note also lamp with reflecting disk. M. Campbell Jr.

star-shaped pendants appear in 1944, also suspended from the balcony beams. Large numbers of table lamps are apparent in addition to two wall sconces in the nichos above the stair landing. A photograph from 1946 shows multiple tin-framed and cut glass pendent fixtures, both suspended from the upper roof framing in the main lobby space and from the beams between the columns under the balconies. These include a tin- or lead-framed glass star-shaped fixture. Similar pendent fixtures also hang from the upper beams between the columns above the balconies. It appears that many of these fixtures were retained throughout the 1960s until they were replaced by Citizens bank with frosted globe fixtures below the balconies, with elaborate reproduction glass and brass finish shades at the west side swagged from chains. These ultimately gave way to fluorescent fixtures in the 1970s, which were supplemented later (likely by Dona Ana County) by new reproduction pendent fixtures in the main space with a variety of glass and wrought iron designs.

Only three photographs, from 1968, at the end of the hotel era, have been found showing the lighting in rooms other than the lobby. These show a combination rod and chain-hung pendent fixture with four glass globes hung from what appears to be a large flat, decorative cast iron rose.

Figure 1.E.298.- 1968 photograph of chandelier in one of 1st floor rooms. M. Drexler

Figure 1.E.300.- 1968 Photograph of chandelier in what may be Room 121-

Figure 1.E.296.- Postcard dated 1938 showing lamp shade from previous photograph with fabric removed and lamp with reflecting disk in background. Note also multiple electric table lamps by this time. Note wall sconces at nichos above stair landing. RGHC 02231688.

Figure 1.E.297.- 1946 photograph showing additional pendent lights with cut glass lamp shades and multiple table lamps. Note the multi-branched floral floor lamp in foreground, also shown in previous photograph Holiday Magazine 1946.

Figure 1.E.299.- *BR-Screen-dr-intl_Drexler-1968_enhanced.jpg-*

Figure 1.E.301.- Chandeliers installed by the Amador Hotel Foundation between 2010 and 2017. Left- Cut glass "bowl Chandelier in Room 103; center- Cast iron rose hung from chains with 4 lamps and frosted glass shades; in Room 124; right- Brass faux oil or gas chandelier with 7 lamps with frosted glass shades in Room 125- All photos Jean Fulton 2018

The central globe, of translucent glass with what appears to be a floral engraved pattern, resembles an oil lamp and is surrounded, at a higher level, by the other three frosted glass globes, which have metal banding around them. It is not known if this fixture dates from the early days of the hotel or is a reproduction from a later date. The second photograph may be in Room 121, based on the double 5-panel doors in the background, and consists of four frosted glass globes hung from long brass rods. The rose from which these are hung is not visible. In the last photograph three frosted glass globes can be seen with shorter brass rods attached to a brass chandelier structure that is not clear enough to determine its design. Table lamps are also shown in these photographs.

Three chandeliers currently exist at first floor rooms, the age and origins of which are unknown, but were apparently installed as part of the Amador Hotel Foundation's work: A cut-glass inverted bowl with silver or pewter suspension rods and rose; a cast iron disc suspended from three chains with five frosted pear-shaped pendent lights on brass swivel fittings; and a brass tube chandelier hung from a single chain with a large brass ring below which supports seven faux gas or oil lamps attached to the ring with horizontal brass tubes that simulate gas or oil piping, and frosted glass shades with glass chimneys. None of these fixtures is connected to the electricity supply.

c. 2017 Mechanical and Plumbing Systems Assessment

Existing Conditions: The following is taken from the assessment completed prior to the 2018 and 2021 demolition projects, and, where necessary, has been updated from the 2018 draft, by Jonathan Craig, to reflect this. An evaluation of the mechanical systems was also included in the 2009 Reuse Plan by Kells + Craig Architects and reflects the conditions at that time, which were similar to those in 2017, except for the addition of two rooftop packaged units at the east additions with ductwork to the Lobby, installed by the city after the 2009 report was completed.

Heating, Ventilating and Air Conditioning Systems

The existing building was conditioned using a two pipe, changeover fan coil system, some individual space window units, a single small capacity split system, two small packaged rooftop units, and two 7 ½ ton packaged rooftop units with natural gas heating sections. The first floor spaces had individual above-ceiling fan coil units to heat and cool each area connected to the two pipe system. For the second floor west side, most of the rooms were served by floor-mounted fan coils on the two pipe system but two small areas had roof-mounted units. The main lobby was served by a large air handling unit on the two pipe system located in a mechanical room off the adjacent first floor roof.

Other than the packaged rooftop units delivering air into the Lobby, no fresh air ventilation was provided. These rooftop units remain as of 2022, although much of the ductwork has been removed.

The heating and chilled water source plant for the two pipe system was located in a mechanical room on the north end of the building. Chilled water was provided by a water cooled chiller that rejected heat to a ground source water loop consisting of two wells on the building site, one for supply and one for return. No heat exchanger was provided in the loop to isolate ground water from the chiller condenser. The well locations could not be located and are now disconnected and covered by the new construction on the adjacent site to the east and north.

A natural gas boiler was located in the same mechanical room along with old circulating pumps for the heating, chilled, and condenser water piping loops.

The piping was routed through the ceiling space around the first level Lobby under the upper floor balcony areas and served the second level floor exposed fan coils from below. All heating and cooling equipment in the former mechanical room and the distribution system and terminal units throughout the building were removed in 2021.

A separate rooftop unit remains on the roof of Room 202 at the north end of the second floor, which served room 202 and 203 through roof-mounted ducts.

Plumbing

Sewer: A 4" waste line exits the building on the west side, north end to S. Water St. Existing exterior cleanouts on the north side near the mechanical room indicate a waste line exits the building to the north but its routing or termination point are unknown.

Water: The existing water main enters the building from the west side and runs under the floor of the historic structure. This poses a danger to the structure from potential leaks. It is planned to have the water meter be relocated to the north and a water service line be routed to the mechanical room. The line size and meter size will need to be determined but the meter is not anticipated to be greater than 1 ½ inch.

Natural Gas: The existing gas service appears to enter the mechanical room. However, at this time there is not any sign of an existing gas meter. It may have been demolished as part of the drive through bank demolition or adjacent site development. The existing gas line that was observable serves the mechanical room containing the water heater and heating boiler and then distributes to the roof for the two 7 ½ ton rooftop units.

Restroom Fixtures: The rest room plumbing fixtures (now removed) were more recent models with counter mounted lavatories and floor mounted water closets. Faucets and valves were relatively new.

Fire Sprinkler Service: There is currently no fire sprinkler service line or sprinkler system in the building.

Recommendations

Phase 1 - Demolition Pre-Renovation

The project involved the demolition of (parts of) the existing "non-historical" portion of the building along the east side and the south side entry lobby of the building. The existing 7 ½ ton rooftop units on the east side roof will need to be demolished and salvaged to the owner but are currently still in-place. All other existing mechanical equipment and related components within the demolition footprint have been removed. These included HVAC and plumbing piping, ductwork and the air handling units in both the first- and second-floor mechanical rooms.

New System Recommendations

HVAC: RBM Engineers recommended preliminary system cooling capacities at 55 tons for 9500 square feet on the first floor and 6700 square feet on the second floor, prior to demolition of portions of the east additions. Their recommended system was a ductless heat pump system (Mini-splits) and fresh air energy recovery units as the most appropriate available systems for the historic building.

The system would consists of ductless indoor high-wall units and/or ceiling cassettes in each space and outdoor air cooled condensing units located on the ground or roof to serve the indoor units. The system would allow for individual room control. Fresh air/ventilation air would consist of indoor 100% dedicated outside air systems connected to a dx outdoor condenser (the same as the ductless system) with ducted supply paths. Duct pathways would need to be investigated to keep ducts from being exposed in historically significant spaces, such as the main lobby. Options may include running them beneath the lobby floor, where this will need to be removed for a new floor structure for the anticipated assembly occupancy, and/or through the ceiling spaces of the west and south first floor rooms (between the structural vigas and the historic dropped ceiling). Outdoor fresh air intakes would be thru exterior wall louvers which would be located in areas where they would not impact the primary street elevations or significant interior spaces. Units would be equipped with merv-8 filters, electric preheat, and reheat coil for dehumidification.

Figure 1.E.302.- Main Boiler and chiller in mechanical room - no longer operational. RBM Engineering 2017.

Figure 1.E.303.- One of two RTUs on east addition roof. RBM Engineering 2017.

Figure 1.E.304.- Typical fan coil unit at 2nd floor rooms. RBM Engineering 2017.

Other systems to provide the air conditioning for the building would present certain challenges that would not be easily addressed in the historic structure. Packaged rooftop units would require large duct distribution through the building and the unit weights would have to be addressed on the existing building structure. Noise

and vibration concerns would also have to be addressed. A four pipe chilled and heating water system to indoor fan coil units may also be considered but would require more space for the piping runs and weight concerns may need to be addressed.

In addition to the above systems noted in the RBM report, reinstallation of a radiant hydronic water or steam heating system, using replica or refurbished cast iron radiators, could be considered. Modern steam systems are available but at greater initial and operating cost than hot water systems. In addition, installing a traditional radiator system will only provide heating, so cooling (a more significant requirement in the Las Cruces area) would still need to be provided by a different system. Mechanical ventilation would also be required, especially for assembly uses in the lobby. The cooling and mechanical ventilation systems would require additional space to accommodate them in an inconspicuous manner in addition to that required for the distribution for the hydronic system. The initial and operating costs of hydronic systems, and impacts on the historic character due to the amount and size of equipment required and the difficulty of hiding it is likely to be greater than a split system, supplemented by an underfloor forced air system for the Lobby. In addition, individual control of separate tenant office spaces on the second floor or rooms with different occupancy demands and exposures on the first, becomes more difficult and more expensive than with a mini-split system.

Rehabilitation and restoration to functioning condition of some of the original elements that provided natural ventilation in the building, such as making the windows and door transoms operable and rebuilding the roof monitor, would be an important interpretive opportunity for the building reuse. The extent to which this could be utilized for a dependable ventilation system may be limited however, due to concerns about air quality from dust and allergens, security, and potential building code requirements for fire separations.

A variation on the system described above is discussed in Chapter 2B., Requirements for Work , which would be less intrusive in the lobby, where there are no concealed ceiling spaces in which to place the indoor split units.

Plumbing

Sewer: It is currently proposed to run new sewer down the east side of the building to Amador Avenue. This needs to be confirmed with City of Las Cruces Utilities.

Water: The existing underground feed from the street source should be replaced and routed to the mechanical room. Routing of the new water service should be similar to the new sewer main and connect to Amador Avenue. Meter sizing should be considered for anticipated uses for restroom, kitchen and domestic hot water.

Natural Gas: A new gas service should be provided for the building. It should be located on the north end and enter the building at the mechanical room.

Restrooms: Renovated restrooms should be provided with new low flow commercial plumbing fixtures as required.

Fire Sprinkler System: Should it be required to install an automatic fire sprinkler system (see building code analysis) a new 6” fire line will need to be run to service it. This will come from Water Street but a water supply analysis model will be required to be provided by CLC Utilities. The location of the fire riser will be in the corner of the mechanical room. An additional fire hydrant may be required. The location and feed for this should be determined once fire flow requirements are calculated and available flows known.

Electrical Systems Assessment

The following is taken from the assessment completed prior to the 2018 and 2021 demolition projects, and, where necessary, has been updated from the 2018 draft, by Jonathan Craig, to reflect this.

Findings and recommendations

The bank drive-thru lanes and canopy have already been demolished at the time of this report. All exterior light poles have been removed as well.

Transformer and Electrical Service

The existing underground lateral feeds a meter and gutter on the north side of the building.

A new transformer, meters, and disconnects have been installed for the new commercial development by El Paso Electric at the northwest corner of the building. This single transformer is intended to feed all the buildings on the property, including the Amador Hotel.

The existing gutter service, metering and mains do not meet current El Paso Electric standards and will have to be upgraded and replaced in their entirety. The design documents from the 1980 bank addition and the installed service do not match and must have been updated since then. Currently there is only temporary power to the building from a disconnect at the transformer. In addition, prior to the temporary service there was an extension cord that was run from the adjacent construction for temporary lighting. It is not known if the temporary service will be maintained after completion of the West Facade Rehabilitation, but it will be important to have power in the building for lights and equipment required for upcoming additional assessments.

Electrical Panels

All the panels are located in the north mechanical room. There is a mixture of newer and older panels. The panels may be salvageable and reused for light and outlets.

The existing panels will not be suitable for the anticipated demand from new HVAC units as it will be too expensive to add new breakers to an existing panel. It will be more cost effective to provide new panel(s) for the new HVAC. Existing MC cables and conduits fed from these panels display poor workmanship, but are functional.

Figure 1.E.306.- New transformer, meters and disconnects for the entire block at NW corner of the Amador. Jonathan S. Craig Architect 2018.

Figure 1.E.305.- Existing main panels at north side of building, now disconnected. RBM Engineering 2017.

All of the branch circuits and conduits have been disconnected, removed or are discontinuous as a result of the selective demolition work, so it is unlikely that those that remain can be effectively reused.

Lighting

There are no exterior lights on the building. All exterior light poles have been removed. Prior to the selective demolition, interior lighting was fluorescent throughout with a few incandescent fixtures. All rooms and spaces have wall mounted switches. Many of these fixtures have been removed. All the existing lighting switches should be replaced. None of the switches are at ADA height for front approach. Any wall that is not modified the switch height can remain as is. It is recommended that all existing wiring for the lighting system be replaced, although some of the concealed conduits, light switch boxes and conduit path ways may be able to be reused.

Power Outlets

There are not many 120V outlets in the various rooms and spaces. There are areas where surface outlets were added with exposed conduits and wire mold. It is likely that interior spaces will require more 120V outlets for the proposed uses.

HVAC Connections

It is expected that the HVAC system will be completely removed, consequently all electrical to HVAC will be removed.

Special Systems

There is no current functioning fire alarm system in the building. There is a door alarm system, which is expected to be completely replaced as part of the new work. A temporary security and rudimentary fire alarm system should be installed to protect the building prior to the start of renovation work.

Although there is still telephone service to the building it is not functional. It should be reactivated and tied into the temporary alarm system, once temporary power is restored to the system, so that the alarm panel can transmit notifications to the city's off-site monitoring station. Ultimately all unused telephone and data wiring will need to be completely removed per the NM electrical code which does not permit unused wires to remain abandoned in place. New telephone and data requirements will need to be coordinated with the detailed reuse needs of the building, and installed in an inconspicuous manner, so as not to detract from the historic integrity of the building.

d. Summary Recommendations for Selection of New Light Fixtures

The following recommendations for light fixtures that may be appropriate to include in a rehabilitation have been prepared by Jonathan Craig.

Since electricity was introduced into the building sometime between 1902 and 1908 the lobby has always been lit by pendant lights on long chains hung from the upper roof deck (except for a brief period in the 1970s and 80s). Starting in the late 1930s, pendants were also hung from the beams between the columns at the underside of the balconies, and from the early to mid-1940s, from the beams between the columns above the balconies. Until about 1912 the fixtures were frosted glass globes, after which they featured large truncated cone and conical fabric lamp shades, possibly over the old globes. These endured through the 1930s and were finally replaced with elaborate cut-glass and metal-framed glass shades in a variety of forms. Throughout much of the building's occupancy as a hotel the majority of ambient light was likely provided by table and floor lamps. The fixture that endured for the longest (from the 1910s through the 1930s) was a bere bulb with a reflective dish above it. Depending upon the period of significance chosen, replicating any of these lighting fixture types could be appropriate as a preservation strategy, although the number of fixtures increased dramatically after 1945.

Selecting modern, energy-efficient lamping, with the appropriate color temperature and appearance, is recommended. Greater ambient light levels than were historically available will be required for most of the new uses, which could be provided by sufficiently bright lamps that are dimmable and supplemented by inconspicuous contemporary fixtures that could provide some additional indirect lighting (such as under the balconies). Reintroduction of table lamps, a documented feature of the lobby from the late 1930s onwards and likely before that, should be investigated, but may not be feasible for logistical and safety reasons. More research is required on lighting in other rooms in the building. It does not appear that wall lights or sconces were ever present in the building and thus indirect, shielded fixtures would be more appropriate.

PART 2 - TREATMENT AND WORK RECOMMENDATIONS

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2.A. HISTORIC PRESERVATION STANDARDS AND TREATMENT RECOMMENDATIONS

i. Standards for Treatment of Historic Properties

a. Introduction

The Secretary of the Interior is responsible under the revised National Historic Preservation Act (NHPA) for establishing professional standards and for providing guidance on the preservation of the nation's historic properties.

The Secretary of the Interior's Standards recognize four distinct yet interrelated approaches to the treatment of historic properties -- **preservation, rehabilitation, restoration,** and **reconstruction**:

- Preservation focuses on the maintenance and repair of existing historic materials and retention of a property's form as it has evolved over time.
- Rehabilitation acknowledges the need to alter or add to a historic property to meet continuing or changing uses while retaining the property's historic character.
- Restoration depicts a property at a particular period of time in its history, while removing evidence of other periods.
- Reconstruction re-creates vanished or non-surviving portions of a property for interpretive purposes.

The current Secretary of the Interior's standards and guidelines revised by Anne E. Grimmer in 2017 are regulatory for any projects receiving federal project funding. Otherwise, the guidelines are intended to provide general assistance for work on any historic building.

ii. Guidelines for Rehabilitation and Adaptive Re-use

Due to the need to undertake significant renovations and construct additions to meet the needs of the proposed uses and building code requirements, **Rehabilitation** is the appropriate treatment approach for the Amador Hotel. This was confirmed by Anne E. Grimmer with the U. S. Department of the Interior National Park Service Technical Preservation Services (Washington, D. C.) and author of the most recent revisions to the Secretary of Interior's Standards.

Adhering to the Rehabilitation Standards and Guidelines will allow the City of Las Cruces and project managers to take advantage of all future federal and State funding opportunities, and will keep the option of certifying the Amador Hotel project for federal tax benefits viable. Following the best Rehabilitation treatment practices will also appeal to potential private donors and may enhance the chances of listing the property on the National Register of Historic Places..

a. Definition

Rehabilitation is defined as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values. The Rehabilitation Standards acknowledge the need to alter or add to a historic building to meet continuing or new uses while retaining the building's historic character.

The following general standards are listed in the Secretary of Interior's Guidelines for Rehabilitation to guide all current and future preservation work at the historic Amador Hotel:

b. Standards for Rehabilitation

1. A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces, and spatial relationships.
2. The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces and spatial relationships that characterize a property will be avoided.
3. Each property will be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
4. Changes to a property that have acquired historic significance in their own right will be retained and preserved.
5. Distinctive materials, features, finishes, and construction techniques or examples of craftsmanship that characterize a property will be preserved.
6. Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
7. Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
8. Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
9. New additions, exterior alterations, or related new construction will not destroy historic materials, features, and spatial relationships that characterize the property. The new work will be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
10. New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

iii. Focussed Period of Significance for Rehabilitation

While the Rehabilitation Standard does not require establishing a specific period or date of significance to be identified for rehabilitation projects, as does the Restoration Standard, there is a need to restore certain character-defining elements that have been lost to reinforce the appearance of predominant Territorial character of the property during the Amador Hotel's heyday. However, establishing a more focussed period of significance within the overall Period of Significance of 1885-1969 will avoid potentially restoring items that were lost prior to the existence of later extant modifications that have achieved significance in their own right, which would create a false sense of history.

Rehabilitating the exterior to its pre-1930s appearance, with the etched lime plaster, to mimic cut marble, and faux quoin blocks (1886 – c1920), would restore some of the most striking features of the exterior of the early hotel. However, the New Mexico Historic Preservation Division, in its review of the proposed West Façade Rehabilitation, determined that restoring

the early plaster detailing would require replacement of the current second-floor windows with double-hung replicas of those present up to the 1920s, since the current windows were not contemporaneous with the decorative plaster work. The fifteen inward-swinging casement windows at the second floor were installed after the decorative plaster was no longer in existence, but have achieved significance in their own right as part of changes to the hotel that occurred during the Period of Significance. They did not change its Territorial-style appearance and were not part of the more extensive stylistic changes that occurred during the 1946 renovations and later. The 2021-22 rehabilitation of the west façade was thus predicated on its appearance in the mid-late-1930s and was approved by the NMHPD.

The selection of this more focused period of significance for the exterior, to guide further preservation and rehabilitation work, captures many of the salient Territorial features that originated during Martín Amador's tenure and that were maintained by his youngest daughter, Corina Amador and her husband Frank Campbell before the Amador Avenue facade of the building was altered in 1946, with the introduction of the Pueblo-Revival style portico; the removal of wood exterior trim from the main front doors and the doors to the portico roof; the addition of arched plaster corners to the latter door opening; and the addition of a faux corbeled lintel over the front door original transom that partially obscures it.

iv. Rehabilitation Objectives Based on Focussed Period of Significance

After extensive research into the photographic and documentary evidence, and in consultation with the New Mexico Historic Preservation Division (NMHPD), it is the recommendation of this report to re-establish the Territorial-style building that was conceived by Martín Amador before the changes were made to the building exterior, in the "Pueblo-Revival" style, in 1946, by Martin A. Campbell, and the even more drastic changes made by Citizens Bank and Dona Ana County to both the exterior and the interior in the 1970s and 1980s.

At the interior, the front entry hall that was remodeled in 1946 to expose the original vigas and added, or exposed, rustic log lintels, as well as adding faux viga ends at the north wall, can remain as evidence of the building's changes through time, without detrimental effect to the overall Territorial style of the building. Similarly the second floor room at the north end, added in the 1920s, with its exposed viga ceiling, is evidence of a change during the Period of Significance, that has achieved significance in its own right, and does not compromise the overall Territorial character.

In addition to the detailed rehabilitation treatment recommendations and restoration of finishes that follow it is recommended that the following items are restored:

a. Exterior Elements to be Restored

- The territorial-style, double columned portico visible in photographs until April 1946
- Removal of cement stucco and installation of rough-textured lime plaster in existence from 1936 through 1969 (restored at the west facade in 2021-22).
- Exterior "hooded" wood trim at the second-floor windows, the front entry doors, and the doors to the portico roof (restored at 2nd floor the west facade windows in 2021-22)
- Pressed metal parapet coping. (Should also be added to the west facade as part of a future rehabilitation)
- Sheet metal attic vents to match those restored in the 2021-22 west facade rehabilitation. The exact location of these will not be apparent until stucco is removed to reveal former vent openings.)
- Roof monitor (will require more study to determine feasibility)
- Neon "Hotel Amador" sign (1930s-1940s) at the SE corner, which pre-dates the neon "Amador Hotel" sign at the center of the south parapet, installed post

1946. This requires structural review to determine its feasibility without imposing unacceptable loads on the historic structure)

b. Interior Elements to be Restored

- First floor wainscot
- Extend second floor wainscot to south wall along west balcony and along balcony south wall
- Four or five-panel interior doors to match samples that exist (these may need to be thicker and may be different overall dimensions to meet current code and hardware requirements)
- Install picture rail at lobby at all lobby walls (to the extent evident in historic photographs or from physical evidence)
- Install crown moldings at balcony edges

The window trim and replacement of two later first floor windows with pairs of doors that existed up to the 1960s are being replicated and restored at the west facade under the 2021 rehabilitation project.

The current collaboration between the City of Las Cruces, the non-profit Amador Hotel Foundation, the NM Historic Preservation Division, and other engaged partners can result in the transformation of the historic Amador Hotel to its former Territorial-character, and will encourage the building's adaptive re-use as a vibrant community hub.

v. Treatment Recommendations

a. General Rehabilitation Treatment Objectives and Recommendations

In Rehabilitation, historic building materials and character-defining features are protected and maintained just as they are when utilizing the Preservation treatment recommendations. However, greater latitude is given in the Standards for Rehabilitation and Guidelines to replace extensively deteriorated, damaged, or missing features using either the same materials or compatible substitute materials. Of the four treatments, only Rehabilitation allows alterations and the construction of a new addition, if necessary for a continuing or new use for the historic building. This treatment will allow, for example, the addition of a second emergency exit stair and an elevator at the rear of the building , which will provide life safety improvements and accessibility to comply with the New Mexico Building Codes and conform to the 2010 Guidelines of the Americans with Disabilities Act (ADA).

b. Specific Rehabilitation Treatment Objectives and Recommendations

The following table, developed by Jean Fulton, and edited and expanded by Jonathan Craig, is arranged by the categories listed in the Guidelines for Rehabilitation in the Secretary of Interior's Standards for Treatment of Historic Properties. The left-hand column provides general recommendations for each element that generally reiterate or reflect the "Recommended" treatments shown in the left-hand column of the Guidelines, where they are appropriate to the Amador Hotel. The right-hand column provides more specific recommendations for features found in the Amador Hotel.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
MASONRY: ADOBE, PLASTER, AND CONCRETE	
Protect and maintain adobe by ensuring that drainage features and systems that divert rainwater from adobe walls (such as grading away from building, and roof overhangs, gutters, and downspouts) are intact and functioning properly	The overall drainage plan developed for the project shall ensure positive drainage away from the base of adobe walls. Install a sheet metal coping, to match historic coping as closely as possible, to protect the top of adobe parapets, including at the previously rehabilitated west façade). Wrap roofing over parapets under coping to provide waterproof seal. Ensure that discharge from downspouts does not splash against adobe walls.
Protect adjacent materials when repairing adobe or applying new plaster.	
Evaluate the overall condition of the adobe to determine whether more than protection and maintenance, such as repairs to masonry, will be necessary.	Except where plaster is already missing or there is significant cracking or deterioration, evaluation for repairs shall be made as part of the replastering work following removal of existing stucco or interior plasters. Repairs/ plaster replacement at removed stucco shall be made sequentially in alternating panels per the Adobe Conservation Handbook (see below). The 2021 west façade rehabilitation uncovered significant deterioration of exterior adobe walls, specifically at base of walls, at junction of second floor where historic balcony was removed, and at upper portion of wall below parapet, where wood studs are infilled with adobe. Similar conditions can be expected at other exterior adobe walls.
Repair adobe by patching, toothing in, consolidating, or otherwise stabilizing it using recognized preservation methods.	Work shall be in accordance with "Adobe Conservation, A Preservation Handbook". Stucco shall be removed in alternating approximately 3' square sections starting at the base of the wall. All loose and powdery adobes shall be removed and repaired with adobes of similar composition to the originals. Depending on their observed condition once stucco is removed, repair or replace concrete window sills at south façade in a similar manner to those replaced at the west façade to provide positive drainage to direct water away from adobe and plaster below.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Plasters over adobe shall provide a breathable finish and have a strength compatible with that of adobe,. such as mud plaster or a compatible lime-plaster.	Non-breathable plasters such as stucco and elastomeric coatings shall be removed and replaced. Exterior plaster shall be lime-based to match the mix, application methods, and texture of that used for the 2021 rehabilitation of the West Facade (using specification included in the appendices of this HSR). Plaster shall be keyed to adobe using *rajuelas* (small pieces of volcanic rock) in mud joints and profiled, non-metallic mesh over wood elements. Special care is required with installation of non-metallic mesh over embedded wood items, such as lintels and the areas of wood studs infilled with adobe below parapets.
Isolate concrete with appropriate flexible sealants and backer rods, and/or waterproof membrane, when necessary.	Concrete can retain water which can wick into adobes in contact with it. Use isolation membrane to prevent water migration.
Replacement for Missing Adobe walls and New Masonry Walls	
When designing replacements for missing adobe walls (such as those at the north and east walls of the Lobby, if it is necessary to replace the frame walls) they shall be compatible in size, scale, and material to the historic walls	New non-adobe masonry walls that abut historic adobe walls shall be isolated to allow for differential movement, prevent the migration of moisture from the new wall to the adobe, and shall not compromise the ability of the adobe wall to breathe. Repair and replacements of missing adobe walls shall match the original thickness.
EXTERIOR WOOD: FUNCTIONAL AND DECORATIVE ELEMENTS	
There are no remaining exterior wood elements except windows and doors, which are more fully addressed in sections below. This section is for general treatment of exterior wood items, should additional items be identified, and for treatment of restored wood items, such as exterior window and door trim that was part of the historic character of the property.	
Identify, retain, and preserve the wood features that are important in defining the overall historic character of the building (such as the window and door surrounds) and their paints, finishes, and colors.	Other than the faux lintels, installed after 1969, and wood elements associated with the current portico, there are few remaining exterior wood elements.
Protect and maintain the wood features by ensuring that historic drainage features that divert rainwater from wood surfaces (such as roof overhangs, gutters, and downspouts) are intact and functioning properly.	Design roof drainage system, including gutters and downspouts, to accommodate flows from historic building roof to the ground and away from building walls. Provide inconspicuous sheet metal flashings above new window trim to divert water from trim and plaster below.
Retain coatings (such as paint) that protect the wood from moisture and ultraviolet light. Apply chemical preservatives or paint to wood features that are subject to weathering.	Where paint is missing or will be removed, apply a coat of linseed oil before applying paint. Paints shall be compatible with linseed oil. Paint to coordinate with types used for wood elements at West Facade Rehabilitation..

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Implement an integrated pest management plan to identify appropriate preventive measures to guard against insect damage, such as installing termite guards, fumigating, and treating with chemicals.	Treat unpainted or exterior wood elements with Bora-Care® or a similar non-toxic insecticide/ herbicide. The City of Las Cruces, as building owners, shall implement an integrated pest management plan that will include routine spraying or fumigation. Toxic means of pest control shall be avoided.
Repaint historically painted wood features with colors that are appropriate to the building and the neighborhood.	Exterior paint colors shall match those used in the West Facade Rehabilitation, which have already been approved by NMHPD. Additional colors may be identified with additional paint layer analysis of existing painted items.
Repair wood by patching, splicing, consolidating, or otherwise reinforcing the wood using recognized conservation methods.	Repair all damaged wood using established preservation procedures and those used for the West Facade Rehabilitation. A spectrum of techniques ranging from simple sanding to the use of a 2-part epoxy (Abatron or similar), to splicing and the use of Dutchmen shall be implemented depending upon the depth and breadth of the deterioration. As a final recourse, wood will be replaced in-kind if repairing the wood is not possible.
Remove damaged or deteriorated paint to the next sound layer using the gentlest method possible (e.g., hand scraping and hand sanding) prior to repainting. Use chemical strippers primarily to supplement other methods such as hand scraping, hand sanding, poultices, and thermal devices.	Complete removal of paint at operable window sashes may be required to identify deteriorated members and enable full operation.
Replace in-kind an entire wood feature that is too deteriorated to repair (if the overall form and detailing are still evident) using physical evidence as a model to reproduce the feature or when the replacement can be based on historic documentation.	If the wood is too deteriorated to repair, using epoxy, or splicing, use wood element of the same or similar wood species, graining, coloring, and measurements. All replacement wood will be kiln-dried to minimize warping.
Designing the Replacement for Missing Wood Features	
Design and install a replacement wood feature, such as a step or door pediment, when the historic feature is completely missing. It may be an accurate restoration based on documentary and physical evidence, but only when the historic feature to be replaced coexisted with the features currently on the building. Or it may be a new design that is compatible with the size, scale, material, and color of the historic building.	Remove the post-1946 Pueblo Revival elements including the front portico, and the window header trim boards and restore the Territorial-style portico and "hooded" window and door trim (at main front door and 2nd floor door to portico roof). The design of the portico shall be based on historic photographs (Figure 1.B.19 on page 1.B.10, Figure 1.B.20 on page 1.B.10, and Figure 1.B.26 on page 1.B.13.). The hooded trim shall match that for the windows installed in the 2021 west Facade Rehabilitation.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
METALS: WROUGHT AND CAST IRON, STEEL, PRESSED METAL, TERNEPLATE, COPPER, ALUMINUM, AND ZINC	
There are few historic metal features that have been found at the Amador, other than the pressed metal ceiling in Room 125, some metal reinforcing plates at beams, and the few remaining pieces of historic door hardware. This section is included for treatment recommendations for those items, any additional historic metal items discovered, and for restored metal features that are known from historic photographs to have existed and were character defining features of the property. Door hardware is addressed in the Interior Spaces, Features, and Finishes section	
Identify the particular type of metal prior to any cleaning procedure and then test to ensure that the gentlest cleaning method possible is selected; or, alternatively, determining that cleaning is inappropriate for the particular metal.	Any metal hardware, hinges, sashes, light fixtures, doors, jambs, etc. shall be assessed and evaluated by a preservation professional for appropriate methods of cleaning, rust-removal, and other repairs prior to undertaking the work.
Cleaning: Soft metals (such as lead, tinplate, terneplate, copper, and zinc) whose finishes can be easily damaged by abrasive methods- Use non-corrosive chemical methods. Hard metals (such as cast iron, wrought iron, and steel) - Use the least abrasive cleaning method to remove paint buildup and corrosion. If hand scraping and wire brushing have proven ineffective, low-pressure abrasive methods may be used as long as they do not abrade or damage the surface.	
Protect adjacent materials when cleaning or removing paint from metal features.	
Apply appropriate paint or other coatings to historically-coated metals after cleaning to protect them from corrosion.	Match paint and color at restored attic vents at rehabilitated west elevation
Repaint historically-painted metal features with colors that are appropriate to the building and district.	Perform paint layer analysis on the pressed metal ceiling in Room 125 to determine an appropriate color for repainting or remove all paint if it is determined that was the original finish if this can be accomplished without damaging the historic substrate. The current gold appears to have been a post-1969 intervention.
Apply an appropriate protective coating (such as lacquer or wax) to a metal feature that was historically unpainted, such as a bronze door, which is subject to heavy use.	
Evaluate the overall condition of metals to determine whether more than protection and maintenance, such as repairs to metal features, will be necessary.	Undertake a detailed analysis of the ceiling in Room 125 to determine if any repairs are required and if the paint build-up is such that repainting it will obscure the detail where removal of paint layers may be required. It is possible that the original ceiling was unpainted but it may have been painted by the 1930s.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Repair metal by reinforcing using recognized preservation methods. Repair may include the limited replacement in kind or with a compatible substitute material of those extensively deteriorated or missing components of features when there are surviving prototypes.	
Replace in-kind an entire metal feature that is too deteriorated to repair (if the overall form and detailing are still evident) using the physical evidence or when the replacement can be based on historic documentation.	If replacement is required investigate if the pattern is still made and can be replicated. Contact https://wfnorman.com/, 214 N. Cedar, Nevada, MO 64772, 1-800-641-4038.
Designing the Replacement for Missing Historic Metal Features	
Design and install a replacement metal feature, such as a metal cornice or cast-iron column, when the historic feature is completely missing. It may be an accurate restoration based on documentary and physical evidence, but only when the historic feature to be replaced coexisted with the features currently on the building. Or, it may be a new design that is compatible with the size, scale, material, and color of the historic building.	Install a formed sheet metal coping along parapets of the original historic building to match as closely as possible the appearance in historic photographs of the coping removed in 1969, and to protect the top of the parapet, the adobe and the new plaster finish. Install sheet metal attic vent hoods to match those installed at the west facade in 2021 at the former locations seen in the 1936 photograph. The openings were still in place at the west facade and likely exist at other facades. That on the east facade is still visible with a sheet metal cover.
ROOFS	
Identify, retain, and preserve the roofs and their functional and decorative features that are important in defining the overall historic character of the building.	No historic roofing remains. Retain the existing roof configuration and slopes, except install additional crickets at parapets, if required to promote drainage
Protect and maintain a roof by cleaning gutters and downspouts and replacing deteriorated flashing.	Undertake routine maintenance and repairs until roof covering can be replaced.
Repair a roof by ensuring that the existing historic or compatible non-historic roof covering is sound and waterproof.	Perform repairs as required until roof covering can be replaced in its entirety.
Replace in-kind an entire roof covering or feature that is too deteriorated to repair. If using the same kind of material is not feasible, then a compatible substitute material may be considered.	Corrugated iron roofing appears to have been replaced by approximately 1927 (per Sanborn maps). Roofing after this was all referred to as "composition", likely asphalt roll roofing. Use of a single ply thermoplastic material or similar would be appropriate. A tan or grey colored membrane would likely better approximate original roof colors, although NMHPD has approved the use of a white membrane. The roof can only be seen from secondary facades.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Replace an incompatible roof covering or any deteriorated non-historic roof covering with historically accurate roofing material, if known, or another material that is compatible with the historic character of the building	Installation of a metal roof could be considered, although the slope would appear to be insufficient for most contemporary systems. Since the historic corrugated iron roof was replaced by 1936, the guiding date for the exterior rehabilitation, the decision would be made on the basis of longevity and appropriateness for conditions rather than preservation guidance. Restore sheet metal parapet coping matching that present before 1969.
WINDOWS	
The Amador Hotel second-story was configured with rows of windows at the east and west elevations to provide the necessary cross-ventilation in an era pre-dating electric air-conditioning. Advertisements featured the "well-ventilated" and "airy" boarding spaces, an important feature before the advent of air-conditioning. A restored skylight/roof monitor, with operable windows, and making other windows operational again, with installation of window screens and screens to match the historic photos of rooms off the lobby would replicate this historic ventilation system. Windows at the west facade are being rehabilitated to be operational again.	
Identify, retain, and preserve windows and their functional and decorative features that are important to the overall character of the building. The window material and how the window operates (e.g., double hung, casement, awning, or hopper) are significant, as are its components (including sash, muntins, glazing, pane configuration, sills, mullions, or casings) and related features, such as shutters and screens.	Remove the glass or Plexiglass inserts at the exterior. Consider making all windows operational (those at the west facade will already be operational following West Facade Rehabilitation). Ensure operability, through removal of paint build-up, lubrication of friction points, rehabilitation of hardware, or replacement, where hardware cannot be repaired, including hinges, chains, and cords.
Protect and maintain the wood or metal which comprises the window jamb, sash, and trim through appropriate treatments, such as cleaning, paint removal, and reapplication of protective coating systems.	Repair, protect and maintain wood window sashes as appropriate. See NPS Preservation Brief #9, www.nps.gov/tps/how-to-preserve/briefs/9-woodenwindows
Add storm windows with a matching or a one-over-one pane configuration that will not obscure the characteristics of the historic windows. Storm windows improve energy efficiency and are especially beneficial when installed over wood windows because they also protect them from accelerated deterioration.	Add operable storm windows/screens for ventilation and energy efficiency when closed. For inward opening casements these will need to be exterior mounted. For double hung sashes they could be interior. Historically there were wood exterior screens at all windows. Prefinished, low profile operable aluminum storm/screens (such as those made by Allied Window -https://www.alliedwindow.com/; 800.445.5411) may be advised due to upkeep concerns of wood units at the exterior, particularly at south and west facades.
Protect windows against vandalism before work begins.	Cover with plywood (in accordance with NPS Preservation Brief #31) and install CCTV and/or alarm systems monitored by city central monitoring service. Provide regular human security patrols.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Make windows weather tight by re-caulking gaps in fixed joints and replacing or installing weather-stripping.	Re-glaze failed putty, following assessment for asbestos-containing materials; replace cracked or missing panes with matching glass; and install weather-stripping as necessary. Use weather-stripping that will not be visible when windows are closed. Weather-stripping to allow for continued operation.
Protect window sashes and panes from chemical cleaners, paint, or abrasion during work on the exterior of the building.	Protect during exterior plaster replacement. Coordinate frame repairs with plaster replacement, removing sashes for off-site rehabilitation, prior to plastering, and reinstalling after plaster is complete.
Repair window frames and sashes by patching, splicing, consolidating, or otherwise reinforcing them using recognized preservation methods.	Restore the wood window sashes and casements using a spectrum of wood preservation techniques ranging from simple sanding and prep, to epoxy consolidation (such as 2-part Abatron® or equivalent), to splicing Dutchmen, or replacement wood members of matching or equivalent species. Consult the techniques described elsewhere in this report and NPS Preservation Brief #9.
Remove glazing putty that has failed and apply new putty; or, if glass is broken, carefully remove all putty, replace the glass, and re-putty.	Use glazing non-staining glazing putty (such as DAP 33® or equivalent) and standard glazing techniques to repair deteriorated putty, to replace missing putty, and to reset cracked or missing panes as necessary. Insert metal glazier's points into the muntins to set the panes.
Install new glass to replace broken glass which has the same visual characteristics as the historic glass.	A recent conditions assessment reveals that none of the glass appears to pre-date 1900. The glass is consistent, clear, with no bubbles, blemishes, or waviness. Any replacement glass will match the existing glass in terms of aesthetics, tint or clarity, and thickness.
Design and install a new window or its components, such as frames, sash, and glazing, when the historic feature is completely missing. It may be an accurate restoration based on documentary and physical evidence.	If entire sashes or windows are required where existing windows are too deteriorated to repair, or missing, replacements shall match existing windows in size design and dimensions of component parts.
Where feasible, add new window openings on rear or other secondary, less visible elevations, if required by a new use. The new openings and the windows in them should be compatible with the overall design of the building but, in most cases, not duplicate the historic fenestration.	Any new window required for adaptive reuse will be situated at secondary elevations (east and north) as required. The windows will be designed for compatibility, but will also be differentiated in some way from the original windows. Historic photos shall also be consulted and approval gained from NMHPD

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
ENTRANCES AND PORCHES	
Based on the identified Period of Significance it has been determined that the Pueblo Revival portico detracts from the building's historic character and should be removed and replaced with a portico matching that which existed until 1946. Thus protection and rehabilitation of the existing portico is not required.	
Identify, retain, and preserve entrances and porches and their functional and decorative features that are important in defining the overall historic character of the building.	The front entry doors, including the doors, frame and glazed transom shall be preserved. NMHPD determined that it is not necessary to change the front doors back to the design in place prior to the portico being replaced in 1946. The current doors, which appear to be from 1946, can remain, and should be protected and repaired as required. The doors from the second floor to the portico roof date from after the 1950s and are of a design that is unsympathetic to the overall character of the building. They should be removed and replaced with doors matching those that preceded them. The existing frame and transom appear to date from the building's early days and shall be retained, protected and repaired as required.
Protect and maintain the masonry, wood, and metals which comprise entrances and porches through appropriate surface treatments.	Apply treatments recommended for windows to retained wood doors and frames.
Protect entrances and porches against arson and vandalism before work begins by covering them and by installing alarm systems keyed into local protection agencies.	Install CCTV and/or alarm systems monitored by city central monitoring service. Provide regular human security patrols. Consider covering glazing at front doors with plywood in a manner that will not damage the doors.
Repair entrances and porches by patching, splicing, consolidating, and otherwise reinforcing them using recognized preservation methods. Repair may include the limited replacement in-kind or with a compatible substitute material of those extensively deteriorated features or missing components of features when there are surviving prototypes, such as balustrades, columns, and stairs.	Repair wood doors and frames as required in accordance with preservation principals in a similar manner to repair of wood windows.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Missing Historic Features	
Design and install a new entrance or porch when the historic feature is completely missing or has previously been replaced by one that is incompatible. It may be an accurate restoration based on documentary and physical evidence, but only when the historic entrance or porch to be replaced coexisted with the features currently on the building. Or, it may be a new design that is compatible with the size, scale, material, and color of the historic building.	Use historic photographs and dimensioning software to create accurate measured drawings of the Territorial-style front portico and balcony, including paneled wood columns, profiled fascias, balcony rails and balusters. It is also recommended that the diamond-pattern pair of doors from the roof of the portico at the second floor (first seen in a 1967 photograph) are replaced with replica, dual light, doors that can be seen in photographs up to the 1950s, and likely were present in the early part of the 20th century. Existing frame and transom also dating to this earlier period shall be retained.
STRUCTURAL SYSTEMS	
Identifying, retaining, and preserving structural systems and visible features of systems that are important in defining the overall historic character of the building. This includes the materials that comprise the structural system (i.e., wood, metal and masonry), the type of system, and its features, such as posts and beams, trusses, vigas, masonry columns, or load-bearing masonry walls	The exposed, painted dimensional lumber joists and deck are character-defining features that were present throughout the Period of Significance and beyond. The thick adobe plastered bearing walls, in combination with the exposed dimensional lumber floors and ceilings, are also essential elements of the historic structural system and shall be preserved and stabilized. Though not believed to have been exposed during the Period of Significance the vigas over first floor rooms are critical evidence of the building's original construction and should be retained.
Protect and maintain the structural system by ensuring that wood structural members are free from insect infestation.	Treat exposed raw wood with BoraCare® or similar insecticide/herbicide. Conduct additional research to determine how BoraCare® interacts with existing paint and new paint adhesion. Monitor for potential insect infestation an a regular basis.
Evaluate the overall condition of the structural system to determine whether more than protection and maintenance, such as repairs to structural features, will be necessary	The structural engineer for the rehabilitation team shall conduct a thorough investigation and analysis of all structural systems to determine existing potentially dangerous conditions and the ability of existing systems to support IBC loading requirements, including seismic loading, if required by the IEBC, for new uses, to be determined in consultation with the rehabilitation architect. Specific areas of concern include the roof framing, the north and east walls (where large sections of adobe have been replaced with concrete, CMU and wood frame), the 2nd floor structure, and the lobby floor. Preliminary consultation with the Building Official (CID) is advised to confirm IBC/IEBC and New Mexico Historic Earthen Building Code requirements before developing final structural designs for structural reinforcement.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Repair the structural system by augmenting individual components, using recognized preservation methods. For example, weakened structural members (such as floor framing) can be paired or 'sistered' with a new member, braced, or otherwise supplemented and reinforced.	Structural reinforcement of roofs and floors shall be made in concealed spaces and shall leave in place as much historic material as possible. Historically exposed structural elements shall not be visually impacted or covered by structural modifications. Final design proposals from the structural engineer shall be determined in consultation with the rehabilitation architect, the Building Official, and HPD for appropriateness.
Install seismic or structural reinforcement, when necessary, in a manner that minimizes its impact on the historic fabric and character of the building.	The structural engineer for the rehabilitation design, in consultation with the Building Official (CID), shall determine if seismic upgrades are required to meet the requirements/intent of the IEBC/IBC and New Mexico Historic Earthen Building Code. Upgrades for seismic or structural reinforcements shall be developed in consultation with the rehabilitation architect, and with the approval of HPD and the Building Official.
Replace in-kind or with a compatible substitute material large portions or entire features of the structural system that are either extensively damaged or deteriorated or that are missing when there are surviving prototypes, such as cast-iron columns, trusses, or masonry walls. Substitute material must be structurally sufficient, physically compatible with the rest of the system, and, where visible, must have the same form, design, and appearance as the historic feature.	Compatibility of replacement material with the adobe bearing wall system and other historic materials with respect to differential movement and potential moisture retention shall be carefully considered. The structural engineer for the rehabilitation shall determine requirements to rectify unsafe conditions and comply with the structural requirements of the IEBC/IBC for the severely deteriorated remaining east adobe wall and portions of east and north walls that have been replaced with wood frame, CMU, and concrete construction. Final designs shall be developed by the structural engineer in consultation with the rehabilitation architect and approved by HPD and the Building Official.
Match any interior features or finishes that may have to be removed to gain access to make structural repairs, and reuse salvageable material.	Removal of any interior features or finishes for structural upgrades shall be minimized where feasible. The extent and nature of structural repairs shall be determined by the structural engineer for the rehabilitation design team, in consultation with the rehabilitation architect, and approved by HPD and the Building Official.
Limit any new excavations next to historic foundations to avoid undermining the structural stability of the building or adjacent historic buildings. The area next to the building foundation should be investigated first to ascertain potential damage to site features or archeological resources.	A rock foundation approximately 12" deep and 8" below finished floor was encountered at the base of the west façade. It is not known whether this is typical of other facades. The rock foundation shall remain in place unless structural analysis determines other measures are required to meet current or proposed loading requirements.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Design and install new mechanical or electrical equipment, when necessary, in a manner that minimizes the number and size of cuts or holes in structural members.	Roof-mounted mechanical and electrical equipment on the historic structure shall be minimized and limited to small items that are not visually intrusive, and shall minimize the size and number of roof penetrations and superimposed loads.
MECHANICAL SYSTEMS: HEATING, AIR CONDITIONING, ELECTRICAL, AND PLUMBING	
All previous mechanical and electrical systems have been removed from the building. Except for some vestiges of knob and tube wiring and older piping, which remain, all removed systems were installed after 1969.	
Identify, retain, and preserve visible features of early mechanical systems that are important in defining the overall historic character of the building, such as radiators, vents, fans, grilles, and plumbing and lighting fixtures.	Some remaining knob and tube wiring may be retained for interpretive purposes but will not be reused. Some iron piping remains in concealed spaces, which may be former waste and/or steam piping. Historic photos depict a steam (radiator) heating system that may have survived until the Bank renovations in the 1970s but only some sections of piping remain below floors today.
Install a new mechanical system, if required, so that it results in the least alteration possible to the historic building and its character-defining features.	The exposed painted roof/ceiling structure above the lobby/balconies and west 2nd floor rooms is an important, character-defining element of the building. Installing dropped soffits that conceal this is discouraged. Locate delivery systems/HVAC outlets in an unobtrusive manner, and generating equipment (furnaces, boilers, condensers etc.) in non-historic areas of the building, to the greatest degree possible. HPD to provide final approval for selected systems with respect to impact on historic structure. Consider installing concealed mechanical ventilator in restored roof monitor/skylight to simulate the original natural ventilation system but allow it to be integrated with a new HVAC system.
Provide adequate structural support for the new mechanical equipment.	Minimize new loading on historic structural elements to support MEP systems to avoid potential adverse impacts that may result from required upgrades to meet the IBC/IEBC. New structural elements to be hidden from view where possible. Any visible structural changes shall be approved by HPD.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Install new mechanical and electrical systems and ducts, pipes, and cables in closets, service areas, and wall cavities to preserve the historic character of the interior space.	Identify hidden pathways for distribution systems and clearly indicate these on construction documents. Rehabilitation design team to hire a fire safety engineer to predesign automatic sprinkler systems for acceptable locations of pipe runs, sprinkler heads etc. consistent with NFPA requirements and to minimize impacts on the historic fabric and character. Historic photographs show some exposed plumbing piping below the painted wood roof-ceiling structure. Some exposed smaller diameter painted fire sprinkler piping would be acceptable where concealing them is not possible.
Conceal HVAC ductwork in finished interior spaces, when possible, by installing it in secondary spaces (such as closets, attics, basements, or crawl spaces) or in appropriately located, furred down soffits.	Historic photographs and visible evidence exist showing bead-board soffits below the upper flights of the main stair. These could be recreated to hide mechanical distribution systems in the lobby, if necessary. The main lobby floor will need a new structure to support assembly loads. This provides the opportunity to excavate the space below the floor to accommodate MEP distribution systems, including ductwork, piping, and wiring. Any excavation shall not compromise the stability of adjacent adobe walls.
Install exposed ductwork in a finished space when necessary to protect and preserve decorative or other features (such as column capitals, pressed-metal or ornamental plaster ceilings, coffers, or beams) that is painted, and appropriately located so that it will have minimal impact on the historic character of the space.	Installation of exposed ductwork in historic spaces is discouraged, particularly in the main lobby.
Lowering ceilings, installing a dropped ceiling, or constructing soffits to conceal ductwork in a finished space when this will not result in extensive loss or damage to historic materials or decorative and other features, and will not change the overall character of the space or the exterior appearance of the building (i.e., lowered ceilings or soffits visible through window glazing).	In spaces with exposed, painted historic roof/ceiling structure (lobby/balconies and 2nd floor west rooms) installation of soffits is discouraged unless such soffits were visible in historic photographs. Small areas of soffits in selected 2nd floor west rooms may be acceptable for concealing building services, provided they do not occur in every room. Construction of soffits shall not damage the existing painted structure and shall be reversible. Where entire board and batten ceilings are required to be removed and reinstalled or reconstructed in 1st floor west rooms, lowering of the ceiling height by no more than 6" may be acceptable to accommodate new utility installation provided no character-defining features are covered or lost by so doing. New soffits and altered ceiling heights shall be approved by HPD.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Install a split system mechanical unit in a manner that will have minimal impact on the historic character of the interior and result in minimal loss of historic building material.	Ductless split systems can provide an effective conditioning system for smaller, non-assembly, spaces and can be installed with minimal impacts on historic fabric. Units with integrated outside air ventilation should be considered to avoid requirement for separate ventilation system. Carefully consider type (wall, ceiling cassette, floor console, partially ducted floor or ceiling units) and placement of indoor units and coordinate with HPD. Unit installation should be reversible, where possible.
Install mechanical equipment on the roof, when necessary, so that it is minimally visible to preserve the building's historic character and setting.	Rooftop equipment shall be located on roofs of non-contributing additions, where possible, to minimize superimposed loads and visual intrusiveness on historic structure.
Place air conditioning compressors in a location on a secondary elevation of the historic building that is not highly visible.	Air conditioning compressors should be placed on the adjacent east non-historic roofs to minimize loads on historic structure and visibility.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
INTERIOR SPACES, FEATURES, AND FINISHES	
The preceding Conditions Assessment in Part 1 of this HSR describes the overall condition of interior materials, features, and finishes at the Amador Hotel and makes some recommendations for protection maintenance and repairs. More detailed evaluation of individual features will be required as part of the rehabilitation design to determine appropriate treatments. Treatment of some items may be dependent on resolution of building code requirements for the new uses. Several character-defining features in the Amador Hotel, visible in historic photographs as late as 1968, are missing altogether, but appear to be capable of being accurately restored in the rehabilitation.	
Identify, retain, and preserve the floor plan or interior spaces, features, and finishes that are important in defining the overall historic character of the building. Significant spatial characteristics include the size, configuration, proportion, and relationship of rooms and corridors; the relationship of features to spaces; and the spaces themselves, such as lobbies, entrance halls, and parlors. Color, texture, and pattern are important characteristics of features and finishes, which can include such elements as columns, plaster walls and ceilings, flooring, trim, fireplaces and mantels, paneling, light fixtures, hardware, decorative radiators, ornamental grilles and registers, windows, doors, and transoms; plaster, paint, wallpaper and wall coverings, and special finishes, such as marbleizing and graining; and utilitarian (painted or unpainted) features, including wood, metal, or concrete exposed columns, beams, and trusses and exposed load-bearing brick, concrete, and wood walls.	All spaces in the current floor plan shall be retained with their current proportions except potential changes to the following: • Room 214 may be subdivided, preferably to restore the original three rooms aligning with the removed adobe walls • Room 202 may need to be subdivided for new use. • Some openings between the west second floor rooms may need to be closed up or larger openings created for office suites. • When the 1969 bank teller addition is removed the infill at the exterior wall in Room 116 will restore the original line of the exterior wall. All remaining character-defining features noted in this section and elsewhere in this HSR, will be retained, repaired, and rehabilitated, including non-Portland cement plaster finishes,wainscot, windows, original door frames and transoms, remaining historic doors, coffered board and batten ceilings, pressed metal ceiling, painted dimensional lumber structural ceilings, hand-painted ceiling (Room 119), main stair, handrails, and balcony railings, and, where feasible, wallpaper.
Retain decorative or other character-defining features or finishes that typify the showroom or interior of a historic space, such as a pressed-metal ceiling, a beaded-board ceiling, or wainscoting.	The beadboard wainscot at the second floor shall be preserved and restored along south wall. The missing wainscot on the first floor shall be restored with similar materials to the wainscot at the second floor, with dimensions based on the existing nailer recesses and as seen in historic photographs. Beadboard walls between west rooms shall be retained and exposed where appropriate. Where not exposed, do not anchor new construction to them, such that it would permanently damage them, to allow for reversibility. Repair and rehabilitate coffered fiber board and batten ceilings. Retain existing pressed metal ceiling in Room 125.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Protect and maintain historic materials (including plaster, masonry, wood, and metals) which comprise interior features through appropriate surface treatments, such as cleaning, paint removal, and reapplication of protective coating systems.	The final requirements for these items shall be developed as part of the rehabilitation design, following the Secretary of Interior's Guidelines for Rehabilitation, and other recommendations in this HSR.
Protect interior features and finishes against arson and vandalism before project work begins by erecting temporary fencing or by covering broken windows and open doorways, while ensuring adequate ventilation, and by installing alarm systems keyed into local protection agencies.	The 2021-22 West Facade Rehabilitation includes boarding up 1st floor windows and doors, erection of a perimeter security fence, and installation of temporary security and fire alarm systems, including a video camera and recording system. At this writing the exact nature of these systems under development.
Protect interior features (such as a staircase, mantels, flooring, and decorative finishes) from damage during project work by covering them with plywood, heavy canvas, or plastic sheeting.	Protect all remaining historic interior wood elements including but not limited to, exposed, painted wood structural members, exposed wood floors, stairs, handrails, millwork at Room 121, door frames, transoms and trim, and balcony guardrails against damage during rehabilitation work.
Hire specialists to encapsulate or otherwise abate the lead-based paints. Use standard paint conservation methods for any damaged or deteriorated finishes.	Request all lead-based paint analysis reports from the City of Las Cruces. Analyze the reports to understand the locations of any lead-based paints.
Remove damaged or deteriorated paint and finishes only to the next sound layer using the gentlest method possible prior to repainting or refinishing using compatible paint or other coating systems.	Use paint-removal methods that employ a poultice to which paint adheres, when possible, to neatly and safely remove old lead paint without damaging the substrate.
Evaluate the overall condition of the interior materials, features, and finishes to determine whether more than protection and maintenance, such as repairs to features and finishes, will be necessary.	See other recommendations of this section and the HSR for repair and restoration of historic finishes.
Repair interior features and finishes by patching, splicing, consolidating, or otherwise reinforcing the materials using recognized preservation methods. Repairs may include the limited replacement in kind or with a compatible substitute material of those extensively deteriorated or missing parts of interior features when there are surviving prototypes, such as stairs, balustrades, wood paneling, columns, wall plaster, decorative wall finishes, and ornamental pressed-metal or plaster ceilings. Repairs should be physically and visually compatible.	The main formal stair in the Lobby may need to be structurally reinforced to accommodate the loads of the proposed use. It appears possible to undertake these repairs from the underside in-place without altering the appearance of the stair. Under the IEBC existing stairs are permitted to remain, however, the cross-slopes on the treads and landing may need to be corrected for their use as an egress stair, which may require their disassembly and reassembly using as much of the original materials as possible. Interior plasters shall be mud, lime, or other breathable material, matching sound adjacent historic plaster in type and texture, where it survives

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Undertake evaluation of all remaining pre-1969 door and window hardware to determine if it is appropriate to retain, can be made functional and will be acceptable for the new use under the Building Code.	Recommend replacing the contemporary door and window hardware with period replicas matching, for example, the existing door hardware in Rooms 212 and 213 (at doors now removed and store for reinstallation). Coordinate with building and accessibility code requirements and develop alternate means of satisfying life safety requirements where compliance would be damaging to or inconsistent with the historic integrity. Seek approval for alternate methods, such as operational controls, from the Building Official.
Replace in-kind an entire interior feature that is too deteriorated to repair (if the overall form and detailing are still evident) using the physical evidence as a model to reproduce the feature. Examples could include wainscoting, window and door surrounds, or stairs. If using the same kind of material is not feasible, then a compatible substitute material may be considered.	Replace the missing or damaged fiber board and batten ceiling and coffer beams at first floor rooms. Replace wallpaper where feasible with in-kind or similar where original design not available. Replace missing or damaged oak or pine T & G floorings with like species and dimensions.
Designing the Replacement for Missing Historic Features	
Design and install a new interior feature or finish when the historic feature or finish is completely missing. This could include missing walls, stairs, mantels, wood trim, and plaster, or even entire rooms if the historic spaces, features, and finishes are missing or have been destroyed by inappropriate alterations. The design may be an accurate restoration based on documentary and physical evidence, but only when the feature or finish to be replaced coexisted with the features currently in the building. Or, it may be a new design that is compatible with the size, scale, material, and color of the historic building.	The following missing interior features and finishes have been identified as appropriate and important to replicate to reinforce the historic character of the interior. Where no remnants exist, there appears to be adequate photographic evidence for their reconstruction. • First floor Lobby wainscot • Second floor south balcony wainscot • Interior door and window trim, such as at 1st floor rooms off the Lobby. Remaining trim for missing doors and openings at east lobby wall can be used as templates • Lobby picture rail • Lobby skylight/roof monitor, including operable windows • First floor Lobby column crown moldings • Crown moldings around balcony fascia • Missing board and batten ceiling in Room 214 and potentially some 2nd floor west rooms, where evidence of a previous board and batten ceiling exists. • Wallpapers throughout. It may only be feasible to replicate wallpaper at representative walls in certain spaces due to the cost and technical difficulties of installing it over mud plaster and maintenance challenges. Custom wallpapers can be digitally matched to existing samples.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Alterations and Additions for a New Use	
Install new or additional systems required for a new use for the building, such as bathrooms and mechanical equipment, in secondary spaces to preserve the historic character of the most significant interior spaces.	Design and install new spaces for such activities as food warming, catering, storage, etc. along the east and/or north elevations to avoid disrupting the historic spaces inside the rest of the building. Keep the Lobby floor open for public events. Maintain the historic rooms as they currently exist on first floor.
Install new mechanical and electrical systems and ducts, pipes, and cables in closets, service areas, and wall cavities to preserve the historic character of interior spaces, features, and finishes.	Some exposed pipes may be unavoidable and could be acceptable for automatic sprinkler systems but should be carefully routed to align with walls and beams and to avoid features such as moldings and other decorative items. Exposed pipes are visible under balconies in historic photographs.
Create open work areas, when required by the new use, by selectively removing walls only in secondary spaces, less significant upper floors, or other less-visible locations to preserve primary public spaces and circulation systems.	Enlarge openings at second floor rooms as needed for adaptive re-use and functionality while maintaining the current fenestration (door and window placement). Avoid removing walls identified as dating from Period of Significance where possible. Reuse current openings in walls between 2nd floor rooms where possible.
Reuse decorative material or features that had to be removed as part of the rehabilitation work (including baseboards, door casing, paneled doors, and wainscoting) and reuse them in areas where these features are missing or are too deteriorated to repair.	Use the hardware, doors, baseboard, and other vintage trim details identified in several of the rooms during the conditions assessment phase to replicate missing or damaged elements in other rooms. Coordinate hardware with building code requirements and seek acceptance of existing hardware by Building Official under Chapter 12, IEBC.
Install permanent partitions in secondary, rather than primary, spaces whenever feasible. Removable partitions or partial height walls that do not destroy the sense of space may be installed in large character-defining spaces when required by a new use.	The adaptive re-use plans and codes compliance may necessitate the addition of permanent partitions in secondary (but not primary) spaces. If new uses require new walls, these walls will be located in spaces not visible from the main Lobby.
Locate new, code-required stairways or elevators in secondary and service areas of the historic building.	Situate new code-required stairs and an elevator complying with the NM Building Codes and conforming to American with Disabilities Act (ADA) Guidelines for Accessible Design (2010) at the east or north exterior elevations to avoid adversely impacting any historic interior spaces.
Install exposed ductwork in a finished space when necessary to protect and preserve decorative or other features (such as column capitals, ornamental plaster or pressed-metal ceilings, coffers, or beams) that is designed, painted, and appropriately located so that it will have minimal impact on the historic character of the space.	No exposed ductwork should be installed in the main Lobby, primary first floor rooms, or at balconies. Some exposed ductwork may be acceptable in the 2nd floor west rooms where there are no other alternatives, but this should be limited.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Lower ceilings, install a dropped ceiling, or construct soffits to conceal ductwork or other utilities in a finished space when they will not result in extensive loss or damage to historic materials or decorative and other features, and will not change the overall character of the space or the exterior appearance of the building (i.e., lowered ceilings or soffits visible through window glazing).	Lowered ceilings and soffits shall not be installed in the main lobby, at balconies, in any of the first floor rooms to the west and south of the lobby, or second floor rooms, except to restore a missing historic ceiling or soffit at its original location that can be shown to have existed during the Period of Significance (such as the bead board soffits under the main stairs). New boxed out soffits at joists along walls, matching those in Rooms 210 through 212, may be constructed at other west second floor rooms to transfer utilities between the east and west sides of rooms. Vertical chases required for transfer of utilities between floors and to roof cavities shall occur in new stair or elevator additions, secondary spaces (Rooms 116 and 202), and at limited locations at second floor west rooms in inconspicuous locations, such as at east wall in the corner of rooms behind doors.
Installing a split system mechanical unit in a manner that will have minimal impact on the historic character of the interior and will result in minimal loss of historic building material.	Final determination as to applicability and appropriateness of split systems should be made after engineering requirements have been determined and in consultation with NMHPD. Above-ceiling mounted indoor units with casettes, or concealed locally ducted wall units may be the least visible, where space exists above ceilings and behind walls. Wall-mounted units or floor-mounted consoles are more visually intrusive but destroy less historic fabric and can be considered reversible intrusions.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
BUILDING SITE	
None of the historic site features remain from the Period of Significance. The historic site area has been significantly reduced at the east and north sides of the building but extended on the west, which has lost its historic street frontage. There are thus no historic site features to be preserved. The new Amador Block development has significantly changed the context, although its greater density and variety of business establishments has restored some of the urban context that existed prior to the drastic effects of urban renewal in the late 1960s and early 1970s..	
Identify, retain, and preserve features of the building that are important in defining its overall historic character. Site features may include walls, fences, or steps; circulation systems, such as walks, paths or roads; vegetation, such as trees, shrubs, grass; landforms, such terracing, or berms; furnishings and fixtures, such as light posts or benches; decorative elements, subsurface archeological resources, and other cultural or religious features which are also important to the site.	The new construction of electrical transformer and meter bases, dumpster enclosure, rock site walls, walkways, and other adjacent site work has intruded upon the historic site at the east and north elevations. Minimize additional intrusions by better coordination with proposed rehabilitation plan. Extensive ground disturbances have so far not been monitored by a professional archaeologist. Consult with HPD and professional archaeologists to arrange for City funding to provide archaeological monitoring.
Retain the historic relationship between the building and the landscape.	Hire a cultural landscape architect with experience in historic landscapes and Cultural Landscape Surveys to analyze the historic photographs to find evidence of a historic landscape and develop proposals to re-establish appropriate landscaping. Although situated in an urban setting, in addition to the verdant landscape bordering the lateral, historic photographs show street trees along Amador Avenue. A series of uncharacteristic planting cycles (palm trees, etc.) has ensued in more recent times. Coordinate with any future plans to establish a Greenway along the Acequia Madre as proposed in the 2005 Las Cruces Downtown Revitalization Master Plan.
Protect and maintain buildings and site features by providing proper drainage to ensure that water does not erode foundation walls, drain toward the building, or damage or erode the landscape. Correct faulty irrigation systems.	Based upon the results of the cultural landscapes study, consult with a landscaping professional to implement a planting regimen that is historically suitable, requires minimal water use, and that does not adversely impact the building. Ensure that site drainage directs water from irrigation, roof drainage, and other sources away from building walls
Correct any existing irrigation that may be wetting the building excessively.	All landscape irrigation shall be kept away from building walls
Minimize disturbance of the terrain around buildings or elsewhere on the site, thereby reducing the possibility of destroying or damaging important landscape features, archeological resources, other cultural or religious features, or burial grounds.	Utility work around building may be extensive. Routing should be planned to minimize ground disturbances for this and other site work. Review with archaeologist to determine need for monitoring.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Survey and document areas where the terrain will be altered to determine the potential impact to important landscape features, archeological resources, and other cultural or religious features.	Although much of the ground has been disturbed in recent times and no historic landscape exists, future ground disturbances shall be reviewed by a professional archaeologist for monitoring for retrieval and documentation of potential artefacts that may still exists at the site.
Plan and carry out any necessary investigation before rehabilitation begins, using professional archeologists and methods, when preservation in place is not feasible.	Consult with HPD and professional archaeologists as to what, if any, archaeological investigations should be performed prior to rehabilitation work.
Install protective fencing, bollards, and stanchions on the building site, when necessary for security, that are as unobtrusive as possible.	The design for the rehabilitation and reuse should include unobtrusive security measures. Of paramount concern is the heavy traffic flow at the South and West elevations. Install vehicle bollards as necessary. Coordinate with Public Works Department for Water Street and Amador Avenue improvements
Repair historic site features that have been damaged, are deteriorated, or have missing components. Provide continued protection and maintenance of buildings and landscape features on the site through appropriate grounds and landscape management.	Require that cultural landscapes study identify those features that should be replicated. City to arrange for maintenance and conservation of the landscaping and surrounding site.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
*The following work is highlighted to indicate that it is specific to **Rehabilitation** projects and should only be considered after the preservation concerns have been addressed*	
Designing the Replacement for Missing Historic Features	
Design and install a new feature on a site when the historic feature is completely missing. This could include missing outbuildings, terraces, drives, foundation plantings, specimen trees, and gardens. The design may be an accurate restoration based on documentary and physical evidence, but only when the feature to be replaced coexisted with the features currently on the site. Or it may be a new design that is compatible with the historic character of the building and site.	Only photographs from the 1960s have been found of the patio at the east side of the building, other than those from the late 19th and early 20th centuries, which show a ramada along the east wall of the building and a verdant courtyard space with vines and trellises. Re-establishing this area as an outdoor gathering space for dining and socializing would be consistent with past and proposed uses of the building. Given the lack of detailed photographic evidence, the more recent additions at the east side, and additions recommended in this HSR, the new patio would seek to replicate the character of the previous patio but not reconstruct it. Salvaged Lobby columns could be used to construct a new ramada but should be clearly part of a contemporary addition. Interpretive signage could be used to explain the origin of the columns. The proposed design recommends construction of a screen wall along Amador Avenue that would echo the character of the south façade of the now-demolished "casitas" in alignment and scale but not attempt to replicate them.
Alterations and Additions for a New Use	
Design new onsite features (such as parking areas, access ramps, or lighting), when required by a new use, so that they are as unobtrusive as possible, retain the historic relationship between the building or buildings and the landscape, and are compatible with the historic character of the property.	No additional parking can be accommodated within the remaining Amador Hotel site. Parking to the north and across Amador Avenue to the south will need to serve the Amador. The patio will need to be secured with a fence to control unauthorized entry, which will require two means of egress that should be incorporated as inconspicuously as possible. The recently constructed dumpster enclosure should be removed to provide better access and egress to the building and remove a negative impact from the historic north façade. A new, appropriately designed, enclosure should be constructed further from the historic building but close enough that it could serve the Amador Hotel in addition to the adjacent development.
Design new exterior additions to historic buildings or adjacent new construction that are compatible with the historic character of the site and preserve the historic relationship between the building or buildings and the landscape.	New additions should not impinge on the available space for a patio on the east side, or required egress from the building, and should be designed to be compatible with but clearly differentiated from the historic structure.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Remove non-significant buildings, additions, or site features which detract from the historic character of the site.	Portions of the 1970s east Citizens' Bank additions were demolished in 2018 that detracted from the primary south Amador Avenue façade and east secondary facade and freed up space for an outdoor patio. Remaining additions have been determined to be required to accommodate additional support space. Treatment of these additions shall integrate them with the proposed stair and elevator additions and clearly differentiate them from the historic structure and contemporary additions.
Locate an irrigation system needed for a new or continuing use of the site where it will not cause damage to historic buildings.	Landscape irrigation shall be kept away from adobe walls to minimize potential damage to them through moisture migration and retention.
SETTING (DISTRICT/ NEIGHBORHOOD)	
Identify, retain, and preserve building and landscape features that are important in defining the overall historic character of the setting. Such features can include circulation systems, such as roads and streets; furnishings and fixtures, such as light posts or benches; vegetation, gardens and yards; adjacent open space, such as fields, parks, commons, or woodlands; and important views or visual relationships including streetscapes.	Work with City planners to ensure that the streetscape and viewshed from the Amador Hotel is considered prior to nearby construction, particularly at the South and West elevations.
Designing the Replacement for Missing Historic Features	
Design and install a new feature of the building or landscape in the setting when the historic feature is completely missing. This could include missing steps, streetlights, terraces, trees, and fences. The design may be an accurate restoration based on documentary and physical evidence, but only when the feature to be replaced coexisted with the features currently in the setting.	Restore the vintage "Hotel Amador" sign from the 1930s that is consistent with the 1910 – 1945 Period of Significance (See Figure 1.B.26 on page 1.B.13).
Design new features (such as parking areas, access ramps, or lighting), when required by a new use, so that they are as unobtrusive as possible, retain the historic relationships between buildings and the landscape in the setting, and are compatible with the historic character of the setting.	Reconstructing an identical sign to that shown in the 1936 photograph may impose additional loading, including wind loads, that would require unacceptable structural alterations to the historic building, and thus some deviations from the historic design may be necessary. The new sign should be based on the design of the original but may need to be differentiated from it in a way that would identify it as a new addition, which should be reversible if possible.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Alterations and Additions for a New Use	
Design new exterior additions to historic buildings or adjacent new construction that are compatible with the historic character of the setting that preserve the historic relationship between the buildings and the landscape.	Design new patio at location of historic patio with new screen wall at Amador Avenue to reflect massing and openings of historic demolished "casitas".
Remove non-significant buildings, additions, or landscape features which detract from the historic character of the setting.	Portions of non-contributing east side additions that detracted from the historic Amador Avenue facade have been removed.
CODE REQUIRED WORK AND ACCESSIBILITY	
The following recommendations are based on the preliminary building code evaluation for the new uses included in this Historic Structure Report. Full recommendations shall be developed by the rehabilitation design team in consultation with the Building Official (CID) and HPD and in conformance with the Secretary of Interior's Standards and Guidelines for Rehabilitation. Sensitive solutions to meeting accessibility and life-safety code requirements are an important part of protecting the historic character of the building and site. Thus, work that must be done to meet use-specific code requirements should be considered early in planning a Rehabilitation of a historic building for a new use. Because code mandates are directly related to occupancy, some uses require less change than others and, thus, may be more appropriate for a historic building. Early coordination with code enforcement authorities can reduce the impact of alterations necessary to comply with current codes.	
ACCESSIBILITY	
Identify the historic building's character-defining exterior features, interior spaces, features, and finishes, and features of the site and setting which may be affected by accessibility code-required work.	The Amador has numerous barriers to access for people with disabilities, including floor level changes and slopes, inadequate width of openings for access and egress, and some limited width of access to spaces within the building. Not all areas of the historic structure can be made accessible without destruction of character-defining features, however it appears that significant areas can. Those areas that cannot be made fully accessible should be made accessible through virtual or alternative programmatic means to provide people with disabilities an equivalent experience to those without disabilities. Accessible toilets and other support functions shall be located in the non-contributing east additions and in new additions, where such additions will not impact the building's historic character and integrity.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Comply with barrier-free access requirements in such a manner that the historic building's character defining exterior features, interior spaces, features, and finishes, and features of the site and setting are preserved or impacted as little as possible.	Prepare a report for the Building Official as required under Article 1201.2 of the IEBC that describes where full accessibility can be achieved, where only partial or no accessibility can be provided, and the alternative measures that will be taken to provide access and an equivalent experience for people with disabilities. For instance, the main historic front doors from Amador Avenue cannot be widened to provide the code-required minimum width per leaf without destruction of the doors and potentially affecting the structural stability of the south wall. However, full accessibility to the building for regular access by all users can be provided through the addition of a new vestibule/lobby at the southeast corner of the historic lobby, without affecting the integrity of the historic structure.
Work with specialists in accessibility and historic preservation to determine the most sensitive solutions to comply with access requirements in a historic building, its site, or setting.	Assemble a task force of people with disabilities and disability advocates to work with the rehabilitation design team and the City of Las Cruces to provide the optimum accessibility without threatening the building's historic integrity.
Provide barrier-free access that promotes independence for the user while preserving significant historic features.	Where it is feasible to provide full accessibility for people with disabilities, without damaging historic fabric or character, those spaces should provide independence for users. Some spaces may provide limited accessibility due to doors that cannot provide the required width without destruction of historic fabric or where historic hardware is being retained where possible. Limit such spaces to exhibit/museum spaces, where a tour guide could provide assistance, or the space can be viewed through the doorway. Major program areas should be made fully accessible or where multiple spaces can provide the same programming, then at least one space shall be made fully accessible.
Find solutions to meet accessibility requirements that minimize the impact of any necessary alteration on the historic building, its site, and setting, such as compatible ramps, paths, and lifts.	
Use relevant sections of existing codes regarding accessibility for historic buildings that provide alternative means of code compliance when code-required work would otherwise negatively impact the historic character of the property.	Use the report to the Building Official prepared in accordance with Article 1201.2 of the IEBC to describe alternative means of access.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Minimize the impact of accessibility ramps by installing them on secondary elevations when it does not compromise accessibility or by screening them with plantings.	
Add a gradual slope or grade to the sidewalk, if appropriate, to access entrances rather than installing ramps that would be more intrusive to the historic character of the building and the district.	Although exterior ramps are not anticipated, providing accessibility at the second-floor balcony where existing floors slope both in the direction of travel and in cross slope, will require some ramped transitions. When transitions exceed 6" vertical rise, and where feasible, make such transitions at less than 1:20 slope to eliminate the need for handrails, which may be visually intrusive.
Add an exterior stair or elevator tower that is compatible with the historic character of the building in a minimally-visible location only when it is not possible to accommodate it on the interior without resulting in the loss of significant historic spaces features, or finishes.	Due to the large historically significant central double height lobby and the historic spaces surrounding it, there is no opportunity to insert an additional interior stair or an elevator in the historic spaces without compromising them. The proposed HSR rehabilitation plan provides recommendation for the construction of both a stair and an elevator on the first floor within non-contributing building additions and on the east exterior façade on the second floor. These additions minimally affect the character of the east façade.
Install lifts or elevators on the interior in secondary or less significant spaces where feasible.	The proposed schematic rehabilitation plan provides a location for an elevator within the non-contributing east additions on the 1st floor that can be accessed by wheelchairs from the main lobby or directly from the exterior through a new corridor. Lifts are not anticipated to be required and are generally discouraged due to their unreliability, maintenance burden, and cumbersome operation for users.
LIFE SAFETY	
Identify the historic building's character-defining exterior features, interior spaces, features, and finishes, and features of the site and setting which may be affected by life-safety code required work.	See Building Code Analysis in this HSR for more specific description of historic features and building code compliance.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Comply with life-safety codes (including requirements for impact-resistant glazing, security, and seismic retrofit) in such a manner that the historic building's character-defining exterior features, interior spaces, features, and finishes, and features of the site and setting are preserved or impacted as little as possible.	Potential requirements for seismic and other structural retrofitting of the building's adobe bearing walls and primary wood-framed floor and roof systems represents the biggest threat to the building's historic character and integrity. A detailed assessment shall be performed by a structural engineer of the IEBC, IBC and New Mexico Historic Earthen Building Code for seismic and general loading requirements imposed by current conditions, if deemed unsafe, and the change of use of the lobby is a priority, prior to more detailed development of rehabilitation construction documents. This should be accompanied in coordination with the rehabilitation architect, and in consultation with the Building Official and HPD.
Remove building materials only after testing has been conducted to identify hazardous materials, and using only the least damaging abatement methods.	Identify additional selective demolition required and request that the city hire consultant for hazardous materials testing and assessment. For building rehabilitation and adaptive reuse design request testing for all materials/locations that have not been previously tested.
Work with code officials and historic preservation specialists to investigate systems, methods, or devices to make the building compliant with life-safety codes to ensure that necessary alterations will be compatible with the historic character of the building.	Prepare a report in accordance with paragraph 1201.2 of the IEBC that itemizes all items that comply with the code, or can be made to comply without damaging historic features, and those where historic features would be damaged through compliance. Propose alternative methods of compliance. Consider using the performance compliance method of the IEBC to quantify the relative safety of the building after implementing the proposals in the report.
Use relevant sections of existing codes regarding life safety for historic buildings that provide alternative means of code compliance when code-required work would otherwise negatively impact the historic character of the building.	See item above and code analysis in this HSR.
Upgrade historic stairways and elevators to meet life safety codes so that they are not damaged or otherwise negatively impacted.	Per the preliminary structural report, the main stairway will likely need upgrades to support the anticipated loading for the proposed use, potentially requiring it to be dismantled and reinstalled on a new structural framework. In addition, there is significant slope both across and in the direction of travel, which does not meet current codes for egress stairways.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Install sensitively-designed fire-suppression systems, such as sprinklers, so that historic features and finishes are preserved.	If a sprinkler system is determined to be necessary following additional building code analysis and consultation with the Building Official, identify vertical and horizontal pathways to minimize disturbance of historic fabric and keep piping and devices concealed. Use flush mounted sprinkler heads in ceilings or, where possible, sidewall heads. The architect for the detailed rehabilitation and reuse design shall employ a fire safety design consultant to provide a design as part of the construction documents. In consultation with the architect the consultant shall identify pathways for piping, including where piping can run concealed, locations where historic materials can be penetrated by piping, layouts in exposed areas, preliminary sprinkler head locations, and acceptable head types. The design shall show sprinkler head locations. Head end equipment shall be located in non-contributing areas of the building (a mechanical room has been identified in the schematic floor plan).
Apply fire-retardant coatings when appropriate, such as intumescent paint, to protect steel structural systems.	Application of intumescent paints should be considered to limit flame spread and improve fire resistance where installation of required fire separations would damage historic features if achieved by other methods.
Add a new stairway or elevator to meet life-safety code requirements in a manner that preserves adjacent character defining features and spaces.	An interior stairway or elevator is not feasible without destroying historic fabric and character-defining features. The proposed rehabilitation plans & elevations include elevator and stair additions at the east elevation and have received preliminary approval from HPD
Use existing openings on secondary or less-visible elevations or, if necessary, creating new openings on secondary or less-visible elevations to accommodate second egress requirements.	Access to the east 2nd floor balcony from the elevator and stair additions will require new openings in the east balcony wall. The existing non-historic door to the roof in a former window location will be converted back into a window to match other windows & historic photographs of this elevation.
Place a code-required stairway or elevator that cannot be accommodated within the historic building in a new exterior addition located on a secondary or minimally-visible elevation.	Locate on east elevation such that the addition does not project beyond the east end of the south façade. Detailed design solutions will be developed by the architect of record for the building rehabilitation and adaptive reuse.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Design a new exterior stairway or elevator tower addition that is compatible with the historic character of the building.	The elevator and stair additions shall be clearly differentiated in design from the historic structure but shall not detract from it. To achieve this, use of a cladding material other than stucco or plaster with minimal texture and in a neutral color (such as fiber cement panels) is preferred. At connection points with the historic structure the use of recesses and/or glazing will visually separate the additions from it. Continuing the finish of the exterior wall of the historic structure into the interior of the addition, where it would be visible through glazing, will reinforce the original line of the line of the wall and massing of the historic structure.
RESILIENCE TO NATURAL HAZARDS	
Resilience to natural hazards should be addressed as part of the treatment Rehabilitation. A historic building may have existing characteristics or features that help address or minimize the impacts of natural hazards. These should be used to best advantage and should be taken into consideration early in the planning stages of a rehabilitation project before proposing any new treatments. When new adaptive treatments are needed they should be carried out in a manner that will have the least impact on the historic character of the building, its site, and setting.	
Identify the vulnerabilities of the historic property to the impacts of natural hazards (such as wildfires, hurricanes, and tornadoes) using the most current climate information and available data.	High wind speeds and micro-burst storms likely represent the most significant environmental threats to the structure. The occurrence of increased instances of such events requires further research, which should be taken into account in the final rehabilitation design.
Assess the potential impacts of known vulnerabilities on character-defining features of the building, its site, and setting; and reevaluate and reassess potential impacts on a regular basis.	The exterior adobe walls and rehabilitated lime plaster finish could be negatively impacted by high winds and micro-burst storms, as could the roof structure. The performance of these elements should be monitored regularly, particularly at critical junctions, such as parapets, roofing interfaces, openings and at the base of walls. Reinforcing the roof structure should not only meet current codes for wind resistance but also consider potential increased wind speeds and micro-burst storms in the design as a result of climate change.
Ensure that historic resources inventories and maps are accurate, up to date, and accessible in times of emergency.	The contents of this HSR are intended to provide a comprehensive record of the building's history. It should be updated as new information comes available and with any changes and repairs made to the building.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Use and maintain existing characteristics and features of the historic building, its site, setting, and larger environment (such as shutters for storm protection or a site wall that keeps out floodwaters) that may help to avoid or minimize the impacts of natural hazards.	Replanting tall shade tree species along Water Street would not only provide a wind break from the prevailing wind direction but would also restore some of the historic context of the former open Acequia Madre and provide some shade from the western sun. New exterior tempered glass storm windows would limit damage to historic windows, while increasing energy efficiency.
Undertake work to prevent or minimize the loss, damage, or destruction of the historic property while retaining and preserving significant features and the overall historic character of the building, its site, and setting.	Reinforced connections at columns and beams in the main lobby, from the previously reinforced/replaced 1st floor columns to the roof structure, may be required to resist wind and seismic loads. Conceal unsympathetic reinforcement, such as steel plates and connectors, below historic wood trim (or replacement trim, where required). Likewise, cover existing upgraded steel column connections, installed in 2017 to replicate historic appearance. (Note: Historic wood wraps applied to the steel columns must be removed and reinstalled to restore original column dimensions).
Use special exemptions and variances when adaptive treatments to protect buildings from known hazards would otherwise negatively impact the historic character of the building, its site, and setting.	The New Mexico Historic Earthen Building Code appears to exempt the Amador Hotel from seismic upgrade requirements. However, additional loading as a result of the new uses, the increased occupancy load, or the soil classification, if determined to be other than assumed in previous geotechnical investigations, may require seismic upgrades. If the building must be upgraded to resist seismic loads, this could significantly damage the historic structure, due to the inability of adobe, the primary bearing element of the building, to resist seismic loads. Given the low seismic classification of the Las Cruces area, work with the structural engineer, HPD, and building code official to minimize interventions that would be damaging to the building's historic character and integrity.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
SUSTAINABILITY	
NOTE: Sustainability is usually a very important and integral part of the treatment Rehabilitation. Existing energy-efficient features should be taken into consideration early in the planning stages of a rehabilitation project before proposing any energy improvements. There are numerous treatments that may be used to upgrade a historic building to help it operate more efficiently while retaining its character. The topic of sustainability is addressed in detail in The Secretary of the Interior's Standards for Rehabilitation & Illustrated Guidelines on Sustainability for Rehabilitating Historic Buildings.	
Reduce unintended air infiltration into the building while maintaining appropriate conditions for historic materials, such as maintaining historic materials' ability to breath and the adobe masonry to dry out, if it were to absorb moisture.	Seal around openings in exterior adobe walls with breathable materials compatible with adobe, lime plaster, and wood, such as lime mortar. Do not use expanding foam sealants. Install exterior operable storm windows, to reduce air infiltration, or install removable interior storm windows, where feasible, such as at double hung and fixed windows. Note: Interior storm windows would render the 2nd floor inward-opening casement windows inoperable while they are in place.
Minimize replacement of historic materials with new materials to utilize existing embodied energy & avoid adding more embodied energy to the building fabric.	
Retain and restore, where feasible, historic natural ventilation systems.	Make windows and door transoms operable (including any new storm windows), restore some or all interior screen doors and restore roof monitor/skylight with operable windows (or fixed windows with unobtrusive mechanical ventilator).
Select energy efficient HVAC systems that avoid the use of fossil fuels where possible.	
Assess feasibility of appropriately incorporating onsite electricity generation with solar photovoltaic panels.	Installation of photovoltaic panels on the historic building roof is not advisable or desirable, but panels could be placed on the roof over the east additions or potentially as part of the ramada shade structure.
Increase thermal insulation properties of building where this is compatible with the properties of historic materials & will not permanently encapsulate them.	Install blown-in cellulose or fiberglass insulation in attic spaces. Allow for air circulation above insulation & provide venting (including through restored historic attic vents at exterior walls seen in historic photographs). Do not use encapsulating insulation that will bond to historic materials , such as icynene or polyurethane foamed-in-place insulation. Install storm windows as described above to increase the performance of historic windows. Do not install any type of insulation over adobe walls.

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
NEW EXTERIOR ADDITIONS TO HISTORIC BUILDINGS AND RELATED NEW CONSTRUCTION	
Put functions and services required for a new use (including elevators and stairways) in secondary or non-character-defining interior spaces of the historic building rather than constructing a new addition.	Preliminary design of stair and elevator additions, and incorporation of toilets and other support facilities in previous non-contributing additions, are included in this HSR. These have been preliminarily approved by NMHPD. Other features may be called for once the adaptive re-use planning is complete. Development of these changes shall be reviewed and approved by NMHPD throughout the detailed design process.
Construct a new addition on a secondary or non-character defining elevation and limit its size and scale in relationship to the historic building.	Locate an elevator tower that includes new toilets on the second level, and a separate stair tower and new entry lobby on the secondary east elevation as shown on the rehabilitation plans included in this HSR. Detailed design may require changes to these plans, once building code and user requirements are fully developed, which will require approval by NMHPD.
Construct a new addition that results in the least possible loss of historic materials so that character-defining features are not obscured, damaged, or destroyed.	Elevator and stair additions should minimize the amount of wall area they obscure and their mass.
Ensure that the addition is subordinate and secondary to the historic building and is compatible in massing, scale, materials, relationship of solids to voids, and color.	The parapet line of the additions should be as low as possible, preferably below the existing roof edge at the east wall, except where it may be unavoidable, (such as at the elevator portion of the addition, where headroom above the elevator is required) .
Use the same forms, materials, and color range of the historic building in a manner that does not duplicate it, but distinguishes the addition from the original building.	See comments above under "Code Required Work" for elevator and stair additions. Recess connection and/or install full-height glazed connection at interface of new additions and existing buildings, as shown on proposed rehabilitation elevations included in this HSR, to minimize contact area between new additions and existing building.
Base the alignment, rhythm, and size of the window and door openings of the new addition on those of the historic building.	
Incorporate a simple, recessed, small-scale hyphen, or connection, to physically and visually separate the addition from the historic building.	
Distinguish the addition from the original building by setting it back from the wall plane of the historic building.	Set the stair/lobby addition back from the plane of the south façade and extend the second floor mass the minimum required to gain headroom over the stair..

General Recommendations (adapted from Secretary of Interior's Standards and Guidelines)	Specific Treatment Recommendations
Design new construction on a historic site or in a historic setting that is compatible but differentiated from the historic building or buildings.	The new additions should be clearly differentiated from the historic building and coordinate with the non-contributing east additions. The original historic setting no longer exists. The new construction on the block around the Amador uses an eclectic collection of styles and materials. The new additions should endeavor to limit introducing more complexity into the setting with simplicity and consistency to mitigate the discordancy between the surrounding construction and the historic building and minimize impacts on the historic structure.
Consider the design for related new construction in terms of its relationship to the historic building as well as the historic district and setting.	
Ensure that new construction is secondary to the historic building and does not detract from its significance.	
**** Additional preservation treatment recommendations and details are included in the Recommendations Section of the Historic Structure Report. ****	

2.B. REQUIREMENTS FOR WORK

i. Introduction

The recommendations for the demolition of the east side non-contributing building additions included confirmation of the proposed uses for the building and specific requirements for support spaces, such as toilets, meal preparation/warming and serving facilities that needed to be accommodated in the remaining portions of the non-contributing additions. The additional importance of determining uses was to develop conceptual floor plans and undertake a preliminary building code analysis. This includes determining how to make the proposed building plan comply with the code, including how many toilet fixtures will be required, as well as calculating building occupancy loads and emergency exiting.

ii. 2009 Building Reuse Plan proposals

The 2009 Reuse Study proposed construction of an adjoining restaurant to the Amador that would also provide catering and management for the historic structure lobby as an event space. The study also proposed using five rooms on the first floor as exhibit spaces; Rooms 102, 103, 125. 124 and 123. Exhibit concepts and an interpretive plan were developed that included the following themes: a Welcome Room, (Room 102); an Orientation Room, (Room 103; an Exhibit titled "The Amadors, The Campbell's and Their Hotel, (Room 125); an exhibit titled "If Walls Could Talk" (Room 124); and an exhibit titled "Memory Bank" Room 123). Preliminary designs and cost estimates were developed for the exhibits. A gift shop was included off the north end of the Lobby with an outside entrance. The primary entrance to the event center was through the north entry to the lobby. The second floor rooms were proposed for leasing as office space to non-profit groups. The preferred uses were proposed based on feedback from community focus groups and town halls. The plan was adopted in 2009 by the Las Cruces City Council.

Figure 2.B.1.- Proposed Museum exhibit layout from 2009 Reuse Plan- Andrew Merrill and Associates, 2009

Figure 2.B.2.- Concept rendering of Room 125 from 2009 Reuse Plan - Andrew Merrill and Associates, 2009

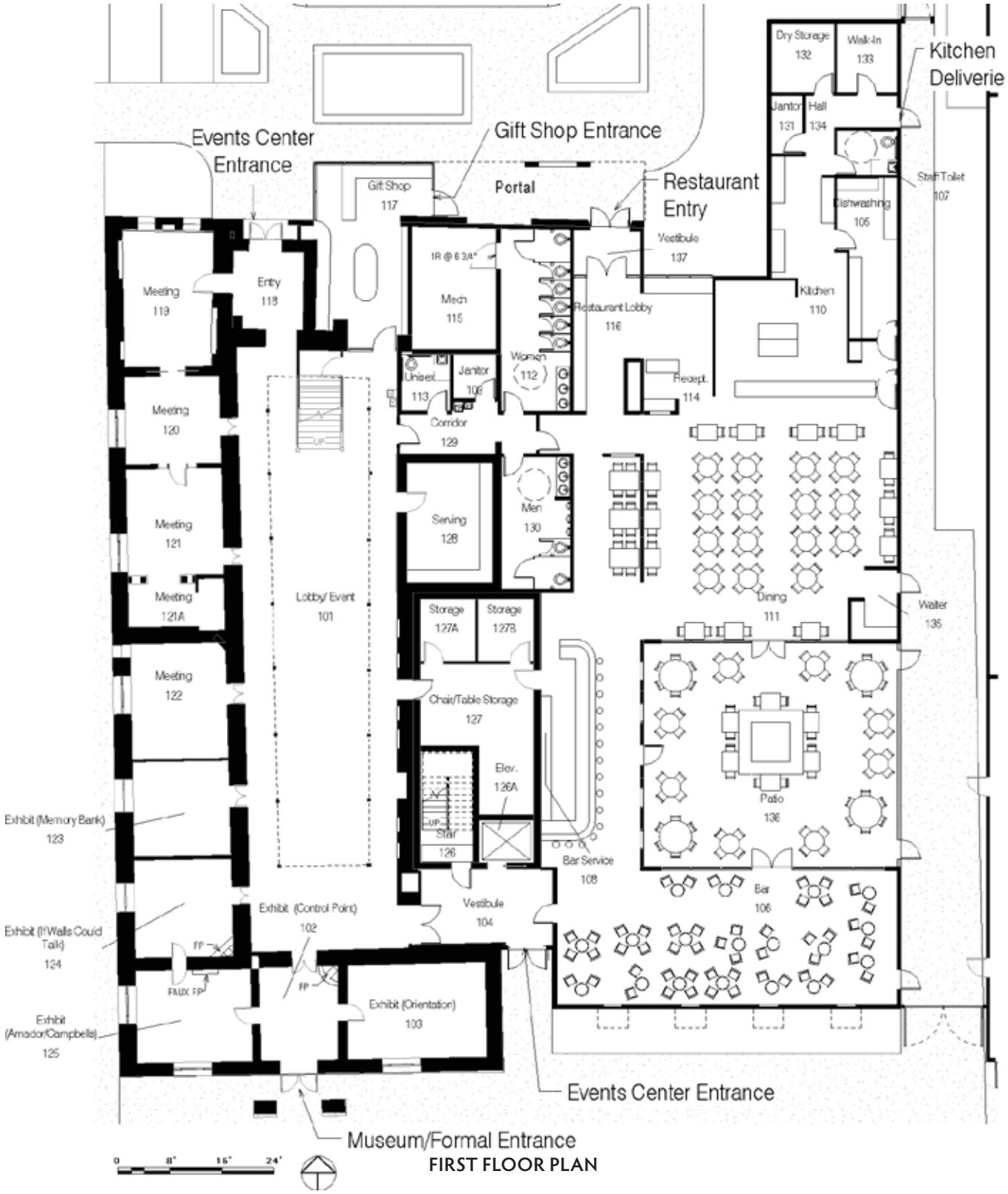


Figure 2.B.3.- Proposed first floor plan from 2009 Reuse Study showing attached restaurant, patio Kells + Craig Architects, Inc.,2009

Figure 2.B.4.- Proposed second floor plan from 2009 Reuse Study showing stair/elevator addition Kells + Craig Architects, Inc.,2009

iii. Architectural Program Updates and Plan Concepts

The development by GMB Development on the remainder of the block includes a brew pub, restaurant and a bar, so a restaurant attached to the Amador is no longer considered necessary. However, the Amador will still be used as an event space and thus will need some catering support facilities. An initial meeting to discuss the proposed uses for the historic structure and required support spaces at the east side was held on September 7, 2017.

The consensus of this meeting was to use the main lobby, as an event space as proposed in the 2009 study, including accommodating dining at 6- or 8-person round tables for events, such as wedding receptions. The maximum feasible number of people that could be accommodated in this configuration is about 104 for 13, 8-person tables, although the number based on the total area and the occupancy load factor for tables and chairs, mandated by the building code (15 sf/person), is greater. For use with chairs only (at 7sf per person) the occupancy is approximately 300.

It was proposed that all the rooms around the periphery of the lobby on the west and south sides could be used as meeting spaces. Meeting participants determined that dedicated museum space was no longer required in the five rooms on the southwest corner of the first floor, as proposed in the 2009 plan. A warm-up kitchen will be necessary for catering events to support the event space. Based on input from Max Bower, the developer/ operator of the neighboring restaurant, a catering kitchen would need to be no more than approximately 15’ x 15’ and would be accommodated in the remaining east side 1980s additions. Chair and table storage would also be required, and would preferably accommodate all the tables and chairs that will not be permanently in the event space and the meeting rooms. Toilets will be required to serve the proposed uses in the building as required by the International Building Code, or as determined by the Building Official, if fewer toilet fixtures are believed to be necessary. In addition, space will be required for a new exit stair from the second floor, which is required by the building code given the potential occupancy load of the second floor (50 or more), and an elevator to provide accessibility to the second floor, as was proposed in the 2009 Reuse Plan. The 2009 plan combined the second exit stair and the elevator into one addition that included a new entry vestibule from Amador Avenue at the southeast corner of the Lobby. The preliminary plans developed as part of this HSR all propose separate additions for the stair and elevator, with the stair at the original location, accessed from a new entry vestibule at the location of the former bank lobby, and the elevator at the northeast corner of the Lobby, located adjacent to a new exit corridor running through the remaining 1980s office additions. This was done to reduce the amount of the bank vault that would need to be demolished, reduce the mass of the addition and its impact on the historic facades, and potentially provide additional structural support to the east wall of the historic building, at the suggestion of the structural engineer.

Also at the September 7, 2017, meeting it was decided that the rooms along the west side of the second floor should be used for exhibit space. This would replace the exhibit spaces originally proposed for the first floor, although they would not necessarily be formal museum spaces with museum-quality interpretation, as proposed in the Reuse Plan. Due to their small size, differences in floor levels, and management issues, this was considered a better use than office space. All visits to these rooms would be by guided tour and some rooms would have “look-in” access only. The rooms along the south side and possibly at the north end could be used for additional meeting space.

At a meeting on September 28, 2017, to review the revised conceptual plan, the idea of using the west second floor rooms for offices for non-profit organizations was discussed again but it was ultimately decided that using

them for exhibit space was more appropriate, due to potential management issues for the events space and security concerns with multiple tenants. In addition, it was decided that the rooms along the west and south sides of the first floor should also be used primarily for exhibit spaces, although they could also be used on a limited basis for small groups to meet, if there is enough space. It was emphasized by Heather Pollard, of the Amador Hotel Foundation, that renovation of these rooms has been paid for by donors, which includes the furniture, and this would make them impractical for use for meetings, except for very small groups. It was stated that the Foundation would have the capacity to maintain and program these exhibit spaces and those on the second floor.

At the September 28 meeting it was also determined that the three rooms at the south end of the second floor could be combined and would make a good space for a shared conference room. The dividing walls between these rooms likely date from the bank renovations in the 1960s and 70s, although selective demolition later confirmed that there were adobe dividing walls at different locations previously. Likewise, the two rooms at the north end could be combined for use as a "green room" for weddings and similar events. The room at the north end of the first floor (the former drive-up window) could also serve this function. The latter space might work better for a "green room" because an en-suite bathroom could be constructed in the spaces adjacent to it more easily than on the second floor.

At a meeting between the HSR team, the developer/ operator, and Amador Hotel Foundation representatives on November 15, 2017, it was again decided that all the second-floor rooms would be used for leased office space, rather than exhibits. The north and south rooms at the second floor should be leased for office space to organizations involved in Downtown revitalization, which would be amenable to potential restrictions on use when events are in process in the lobby. The conference room would also be available for all building users on a scheduled basis. It was generally agreed that most of the first floor rooms off the lobby would be used for low-intensity meeting space (which would not be considered assembly uses per the IBC) rather than exhibit spaces. Heather Pollard of the Amador Museum Foundation clarified that donated furnishings are not allocated to any particular rooms, so rooms normally used for meetings could have less donated furniture to allow for more meeting area. Some rooms could be used primarily for exhibit space if that proved feasible from an operational standpoint.

At a follow-up meeting between the HSR team, city staff and Amador Hotel Foundation representatives, on April 12, 2018, it was agreed that the maximum occupant load for the Lobby could be limited by occupancy controls to less than 300 people, without affecting its intended use. This is important because exceeding this limit may increase the International Building Code Seismic Risk Category from Category II, for its former use primarily for offices, to Category III, where the primary occupancy is public assembly with an occupant load greater than 300. This would require seismic upgrades to the building that would be unlikely to be able to be met without significant effect on its historic character and integrity, due to its construction of adobe and exposed wood structural elements. It was agreed that it would be difficult to manage a larger occupancy load and that the main lobby is limited in its practical occupant load due to its long narrow configuration and multiple structural columns. It was also agreed that access to, and use of, the second floor needs to be controlled for security and safety reasons, particularly to limit assembly uses of the balconies that would result in unacceptable loading of the historic structure (see Structural Assessment in Chapter 1.E and the Building Code and Accessibility Analysis, below).

At a meeting held on November 15, 2018, with City of Las Cruces Public Works Department staff and Amador Hotel Foundation representatives, city staff directed the

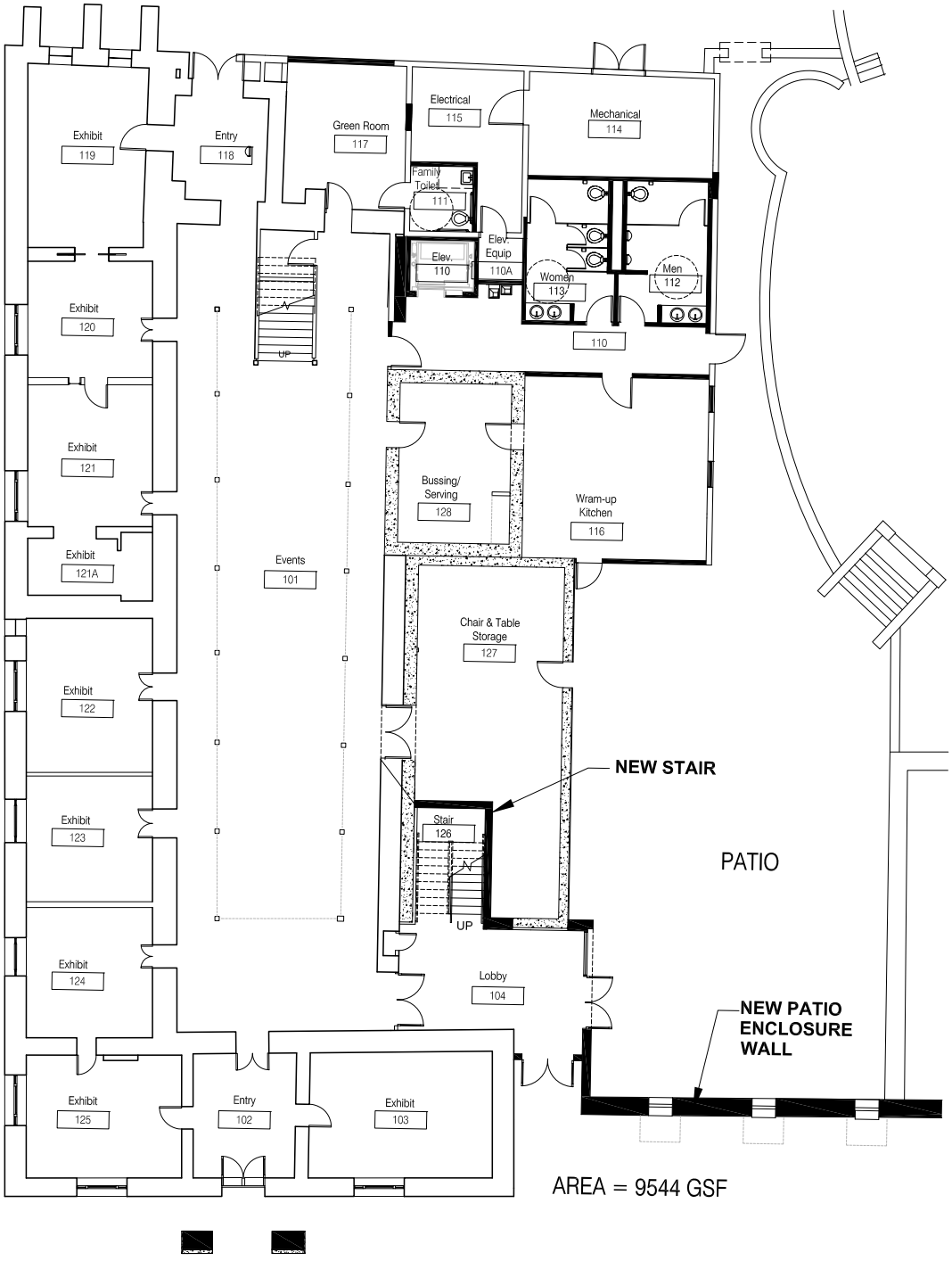
HSR team to proceed with the study, based on the uses discussed at the November 15, 2017, meeting and the occupancy load limit discussed at the April 12, 2018, meeting. At previous meetings regarding the operation of the building the City of Las Cruces had proposed that the building would be operated by the developer/operator of the adjacent restaurant and other facilities on the block, and thus Max Bower, of GMB Development, had been involved in previous discussions about uses and their operation. However, at the November 15, 2018, meeting the HSR team was informed that the operator of the building would likely not be determined prior to completion of the HSR.

At a meeting on January 25, 2019, Lynette Pollari, who had reviewed the 2018 draft of the HSR and was the NM Historic Preservation Division Architect at the time, questioned why a hotel use had not been more fully explored to provide the building with twenty-four hour, seven-day a week use. The 2009 reuse study had proposed an option for hotel use but it was not the most favored option by the public focus group surveys that were used to select the recommended uses of an events center with offices. However, the plan was developed prior to the rise in popularity of AirBnB and similar online booking sites as well as nontraditional, boutique hotels. Mandy Guss, the Economic Development Department project management for the Amador at the time said she would get clarification from the department about whether lodging could be a component of the uses. Following the meeting the HSR team developed options for a boutique hotel use illustrated and discussed below.

On 22 February, 2019, a meeting was held with representatives of the City of Las Cruces Public Works and Economic Development Departments, Lynette Pollari, of NMHPD, 12 members of the Amador Hotel Foundation, and the HSR team to discuss the reuse options and operation of the rehabilitated Amador Hotel building. Jonathan Craig presented the work done to date, including plans for all of the reuse options mentioned above and illustrated below. Representatives of the Economic Development Department did not believe that the hotel option was viable in the current market. It was generally agreed that some lodging could be included (such as a couple of rooms for use as AirBnB or similar rentals). There was also support for office space as business incubators and for the arts, particularly the digital arts.

Jonathan Craig stressed the need for more clarity on the operation of the facility, since this will affect the plan layout and the building code analysis. However, it was reiterated that an operator would likely be chosen through the RFP process, which would be unlikely to occur before the HSR was finished. Lynette Pollari recommended that the HSR not be completed before a second round of interior demolition is completed, to remove wood furring at the Lobby, furred-down gypsum board ceilings, and furred-out walls at second floor rooms, among other work. This work would both inform the preservation objectives of the HSR and potentially the decisions regarding the most appropriate uses.

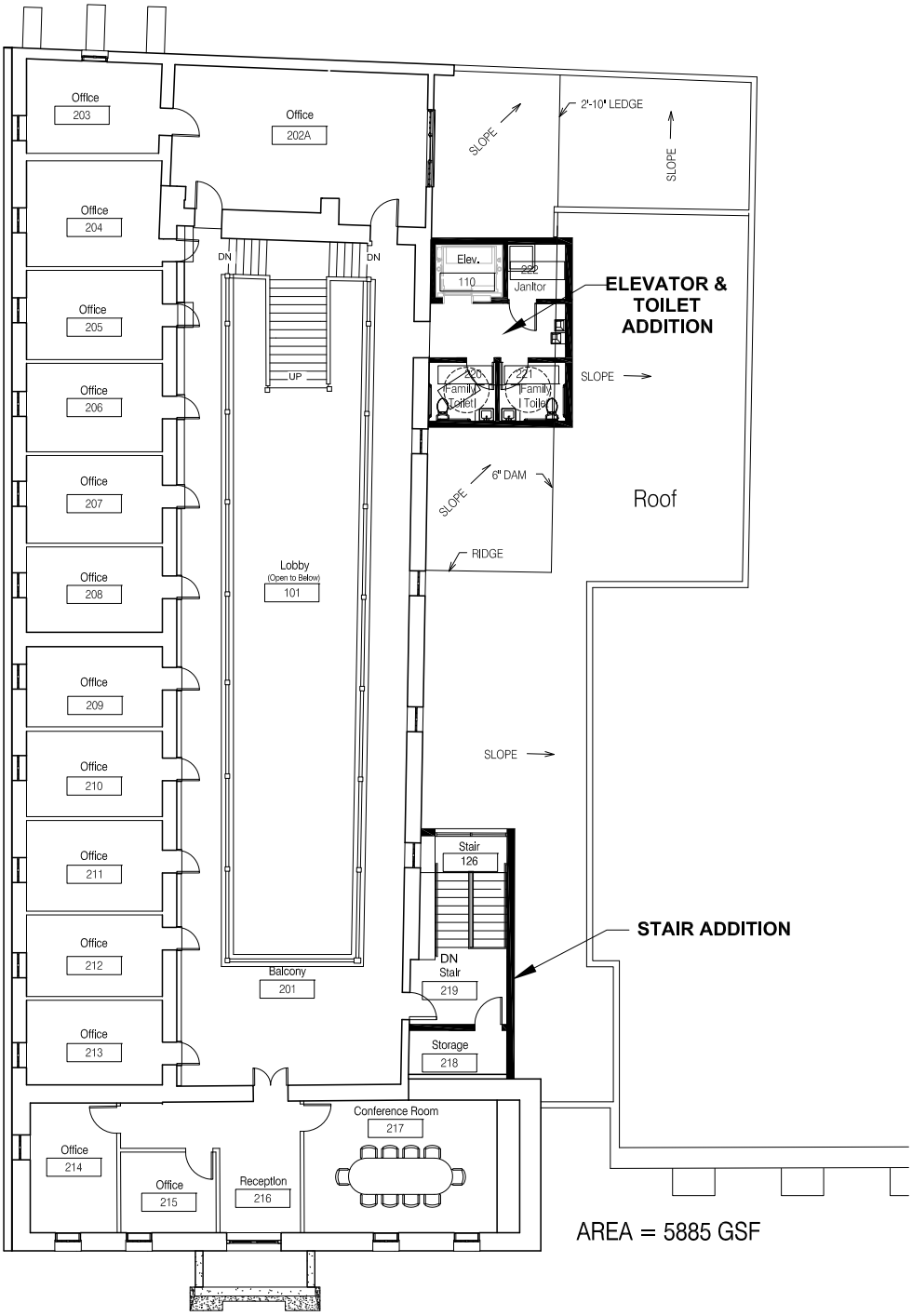
Following delays in getting the second phase of selective demolition under contract, in June 2020, Jonathan Craig developed a plan for review that included events, offices, and lodging on the second floor for one or two AirBnB-style guest rooms. The plan was generally favored by Amador Hotel Foundation members but the City of Las Cruces Economic Development Department staff were not in favor of having any lodging component in the building. Since the Economic Development Department is effectively the user agency for the project, the plan was revised again to delete the guest rooms and use the entire 2nd floor for offices, but retain some of the design changes that had been developed as part of the other options, such as turning the large bank vault into a pre function space with access to both the Lobby and the Patio. The HSR team was thus instructed to complete the HSR using this revised plan as the basis for the proposed reuse plan. Plan options that have been explored follow.



1ST FLOOR PLAN - EVENTS, EXHIBITS AND SUPPORT - OPTION 2 - March 16, 2018

Figure 2.B.5.- Preliminary proposed First Floor Plan for events and exhibits- Jonathan S. Craig Architects LLC, March 16, 2018

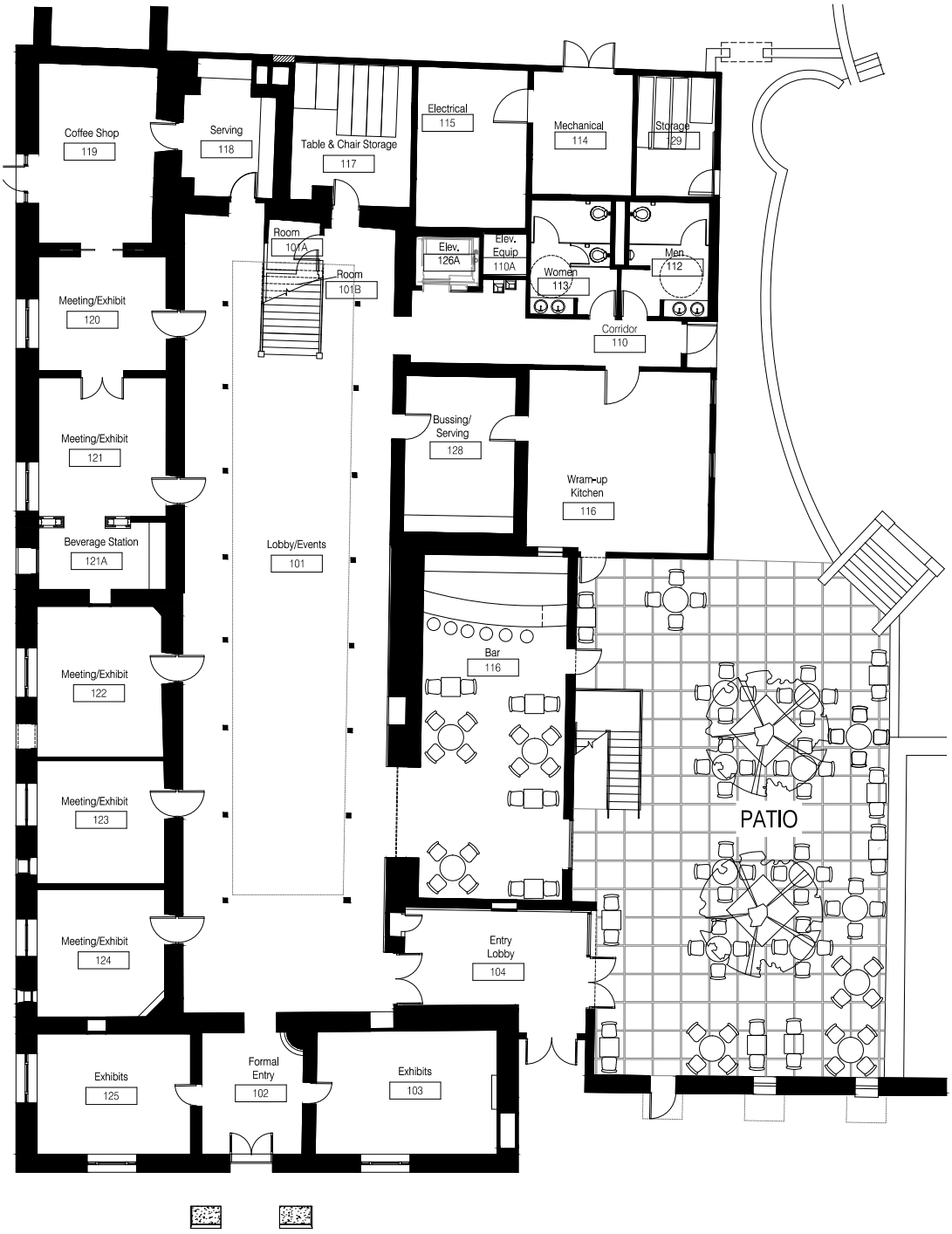
This plan shows exhibit rooms, event space, and support functions. This option has a greater number of toilet fixtures than an alternate option, Option 1 (not shown), based on a higher assumed occupant load and counting the patio as an occupied space. A second stair is added at the south end of the east side, accessed from a new lobby from Amador Avenue, which requires demolition of part of the large bank vault. An elevator is added at the north end of the east side for accessibility to the second floor.



2ND FLOOR PLAN - OFFICES - OPTION 2 - March 16, 2018

Figure 2.B.6.- Preliminary proposed Second Floor Plan for offices- Jonathan S. Craig Architects LLC

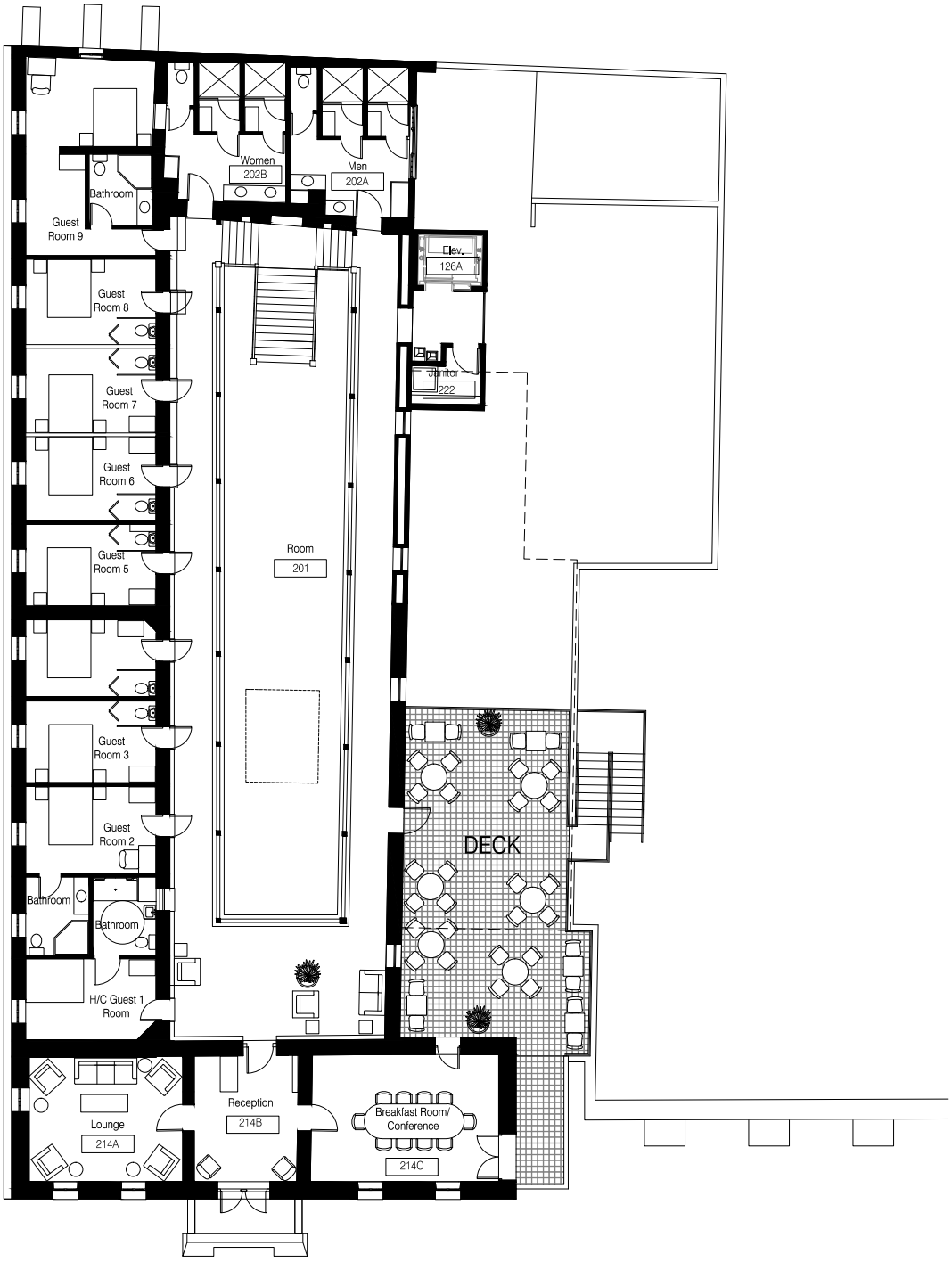
An elevator addition includes two single use toilet rooms at the second floor. Option 1 (not shown) did not include these additional toilets. The north and south rooms provide larger office suites with a potential shared conference room at the south.



1ST FLOOR PLAN - BOUTIQUE HOTEL OPTION - FEBRUARY, 2020

Figure 2.B.7.- Proposed First Floor Plan for Boutique Hotel- Jonathan S. Craig Architects LLC, February, 2020

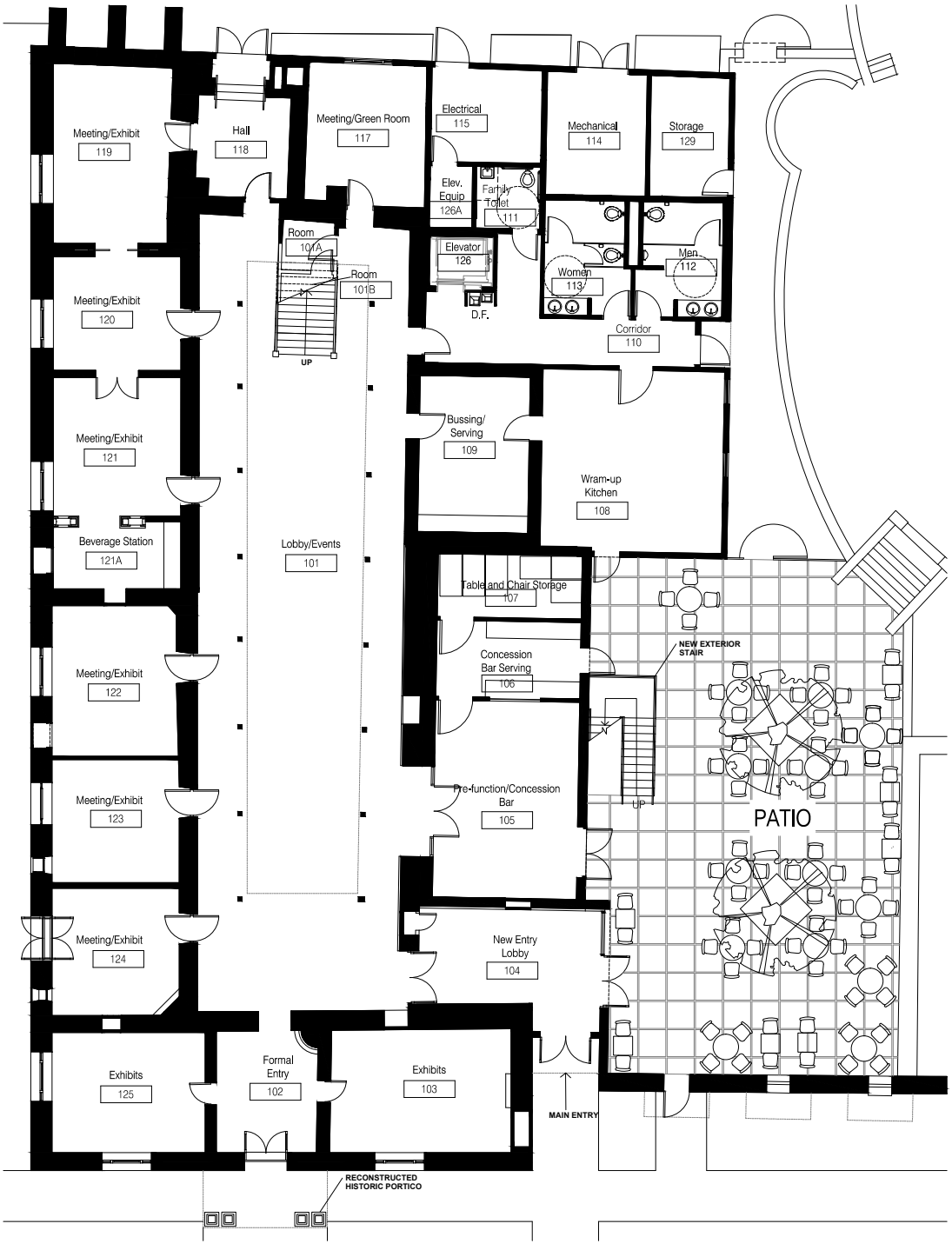
The first floor plan for a boutique hotel replaces the interior stair in the former plan with an exterior stair at the east side to free up space in the former vault for a bar, at the location of the former Pinto Room. Like the former plan, a warm-up kitchen is included in the east additions, which could service events in the lobby. The former dining room at the NW corner is used as a coffee shop.



2ND FLOOR PLAN - BOUTIQUE HOTEL OPTION - FEBRUARY, 2020

Figure 2.B.8.- Proposed Second Floor Plan for Boutique Hotel- Jonathan S. Craig Architect LLC, February, 2020

The new stair accesses the second floor via a new roof terrace over the former bank vault. The south rooms include a check-in reception room, lounge and breakfast room that could double as a conference room. There are 9 guest rooms, 3 with en-suite bathrooms and 6 with WCs and hand wash sinks which would share two men's and women's communal bathrooms. Guest Room 1, at the south end, would be accessible.



1ST FLOOR PLAN - EVENTS-OFFICE-LODGING OPTION - JUNE, 2020

Figure 2.B.9.- First Floor Plan Events, Office, and Lodging- Jonathan S. Craig Architect LLC, June 2020

Like the Events-Office-Support option, this uses the rooms off the Lobby as exhibit spaces but only designates the two south rooms for that use. The remainder are combination Meeting/Exhibits. This plan retains the outside stair from the hotel option and uses the large vault as a pre-function space with potential for bar service and a table and chair storage room. The room provides access from the Lobby to the Patio for expanded event space.

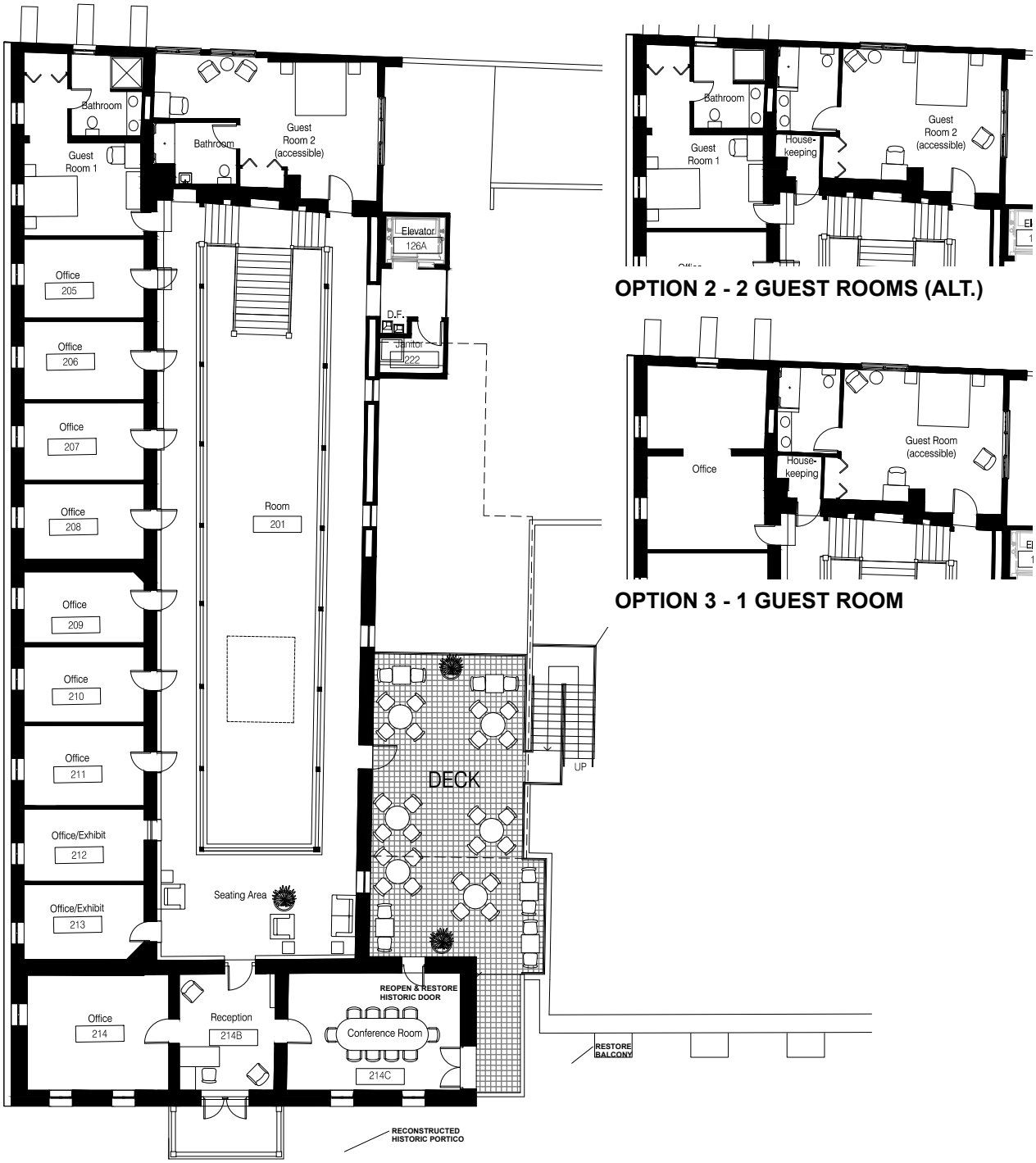


Figure 2.B.10.- Second Floor Plan Events, Office, and Lodging- Jonathan S. Craig Architect LLC, June 2020

2ND FLOOR PLAN - EVENTS-OFFICE-LODGING OPTION - JUNE, 2020

There are two guest rooms at the north end and NW corner off the balcony, each with en-suite bathrooms. Optional layouts were developed for the north guest room and for a single guest room at the north end with a larger office suite at the NW corner. The roof terrace is retained from the hotel option, providing access to the new stair and outdoor space for office tenants and guests. A former doorway is opened up providing direct access to the roof terrace from the conference room at the south end. A single office and reception space occupy the remainder of the suite.

iv. Proposed Conceptual Design

The proposed design for the rehabilitation is intended to provide a guide for the building's full rehabilitation. While the final plan should retain the functional requirements, determined by this HSR through discussions with stakeholders, it is acknowledged that new requirements may arise as the building operation is better defined and these, along with requirements to meet building code and structural mandates, may result in changes to the plan shown here.

After discussions with Public Works Department staff in consultation with Economic Development Department representatives, the plan using the second floor for offices was further refined to return to an enclosed second stair addition, instead of the exterior stair, accessed from the proposed new entry vestibule, and adding back two single user toilets at the second floor of the elevator addition. A small custodial closet is also included at the second floor in this addition. The concession kitchen was reduced in size to an equivalent area of 15'x15', as previously recommended, and was tested for functionality with a preliminary layout of equipment. Sizing and final design of the kitchen will need to be coordinated once an operator has been selected. The first floor toilet rooms were rearranged with one each side of the proposed exit corridor from the Lobby to the east side of the building, and expanded to potentially serve the occupant load of both the building and the patio when fully occupied. The number of fixtures may be reduced once final building code issues are resolved with the Building Official (see the Building Code Section following). As noted above, the large vault will be used for a pre-function space, with the option of bar service, and for storage of tables and chairs. As also noted previously, the pre-function room will provide a connection between the Lobby and Patio for additional capacity for events.

The interior stair has been reconfigured from previous versions, using a "dog-leg" layout, so that demolition of portions of the large vault is not required. At the request of the Public Works Department, access to the roof terrace is now directly from the top landing of the stair, rather than from the balcony inside the historic building. This will allow the terrace to be used while locking off the 2nd floor from the stair. It also allows a window to be restored to its historic location where there is currently a door to the roof.

The new entry vestibule will use what remains of the former bank lobby and expand it to the east to accommodate the stair and provide a more generous vestibule. A screen wall is shown at the south side of the Patio, to provide visual and acoustical separation from Amador Avenue and allow the area to be secured from unauthorized entry. The location and height of this wall should approximate those of the wall of the "casitas" that were demolished in the 1969 bank renovations. The massing of this wall will restore the visual context of the historic south facade to a degree, but the new doors and south wall of the vestibule will be set well back from it and the historic south facade to again separate and distinguish these contemporary additions from the historic structure. The roofline of the new entry vestibule will also be much lower than the screen wall to further emphasize the separation. Openings will be included in the screen wall to maintain some connection to the street from the patio, recall the window openings of the former "casitas", and provide an emergency exit that will be required by the building code. The openings will be protected by canopies that recall those on the "casitas" that were installed ca. 1930, but are in contemporary materials, rather than imitating the Spanish Mission style of the original canopies.

The second level of the stair addition will be sized to provide the required headroom over the stair and adequate space for the top landing while minimizing its mass to reduce the impact on the historic facades. Seen from the east on Amador Avenue, the mass of the historic south wing of the building will be clearly discernible as both higher and separate from the addition. Both the stair addition and the elevator addition are shown to be clad in fiber-cement panels in a contrasting color to both the historic building and the 1980s additions, so that they are clearly

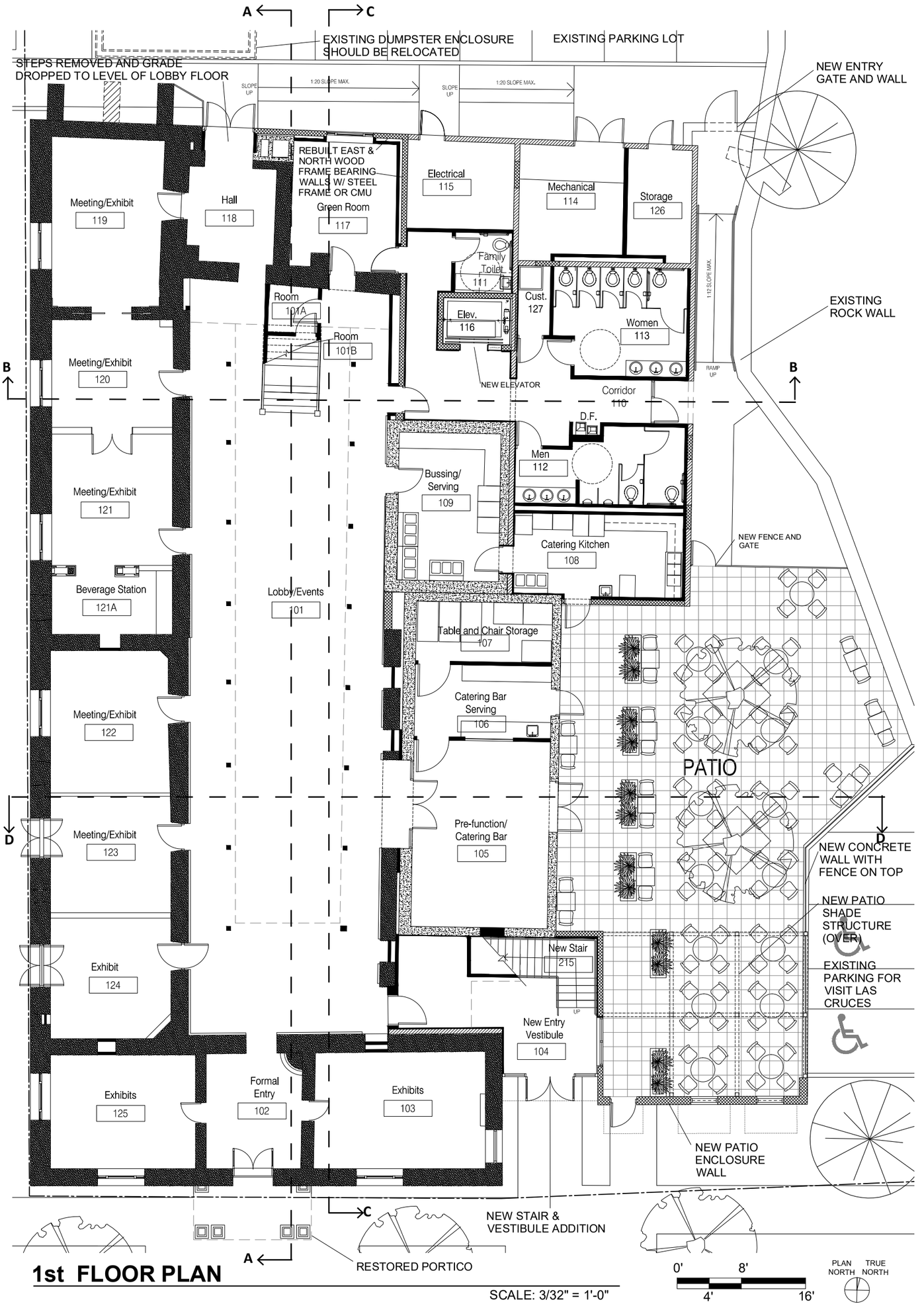
distinguishable from the historic structure, while not competing with it. Where the additions join the historic structure the wall will be recessed, where feasible, and the roof line lower than the remainder of the addition, so there is a clear separation between the two. Glazing or glazed doors are located at the junctions with the historic structure to further differentiate the additions and touch the historic structure as lightly as possible. The exterior plaster finish of the historic structure will continue from the exterior of the historic building wall to the interior of the additions at the former exterior wall and will be visible through the glazing to visually maintain the original exterior wall line.

The layout for offices at the second floor combines some of the west rooms, using the doorways discovered between rooms during the most recent selective demolition, to create larger office suites. The only door found in these openings, between Room 206 and 207, could be left in place or could be reused elsewhere. It should be retained in the building, since it appears to be an older door that may have been moved to this location. The final layout of the offices should be confirmed once the program for them is better defined. Rooms could be combined in different ways, or left as individual spaces, depending on the reuse requirements.

While it is not known when the adobe walls separating the south rooms were removed (Rooms 214A, B, and C) rebuilding them (most likely in frame construction with the same thickness) would restore the original spaces that reflect the proportions of the first floor rooms. The plan shows this arrangement, but if functional requirements dictate a different layout it would not be inappropriate, provided that the exterior facade openings and their trim are maintained and not covered in any way. A larger space at the east end that can be used as a shared conference room is an important component of the reuse and should be retained in the final layout. The double doors in the east wall that are currently obscured on the outside with stucco on concrete masonry units, would be opened up and a guardrail installed in the plane of the wall that would be similar to the balcony rail shown in historic photographs. Reconstructing a replica of the original balcony may also be possible, but may not be structurally feasible to meet current codes, without intrusive structural supports. Screen doors were also found within the wall cavity and could be reused or removed if it is desired to have more light and access to the balcony rail, since they would not be able to be fully opened.

The office at the north end of the building could be subdivided if final programming requires it, although leaving it as a single space would be preferable. It could also be combined with Room 203, although, as at other west 2nd floor rooms, there is a step at the door. It is intended that Room 202 is made accessible to wheelchairs (see code analysis below) which will require the floor level to be dropped for a flush threshold at the door to the east balcony, which will raise the height of the step to Room 203, likely requiring two steps. Since this would be an alteration it is probable that a landing would also be required in Room 202 to meet current code, which would consume significant usable floor area. The two pairs of double windows shown in an undated historic photograph of the north wall are shown to be restored to the space. These would greatly add to the character of the room and provide more light.

It is proposed that the top side of the south balcony floor is raised so that it is level with the floor in Room 214B, to provide accessibility to wheelchairs and have a level connection with the new stair landing. The east balcony is approximately 11” lower than this and so a ramp is shown between the east and south balconies to make this transition. A seating area is included, with the floor at approximately the mid-point of the current slope of the south balcony, and is separated from the remainder of the balcony by a low bead board wall to match the wainscot. The transition to the west balcony would require two short ramps so as to provide level landings at the room doors. A supplementary guardrail is shown at the inside face of the columns to maintain the required 42” of height at the balcony edge where the existing height is reduced by new floor transitions.

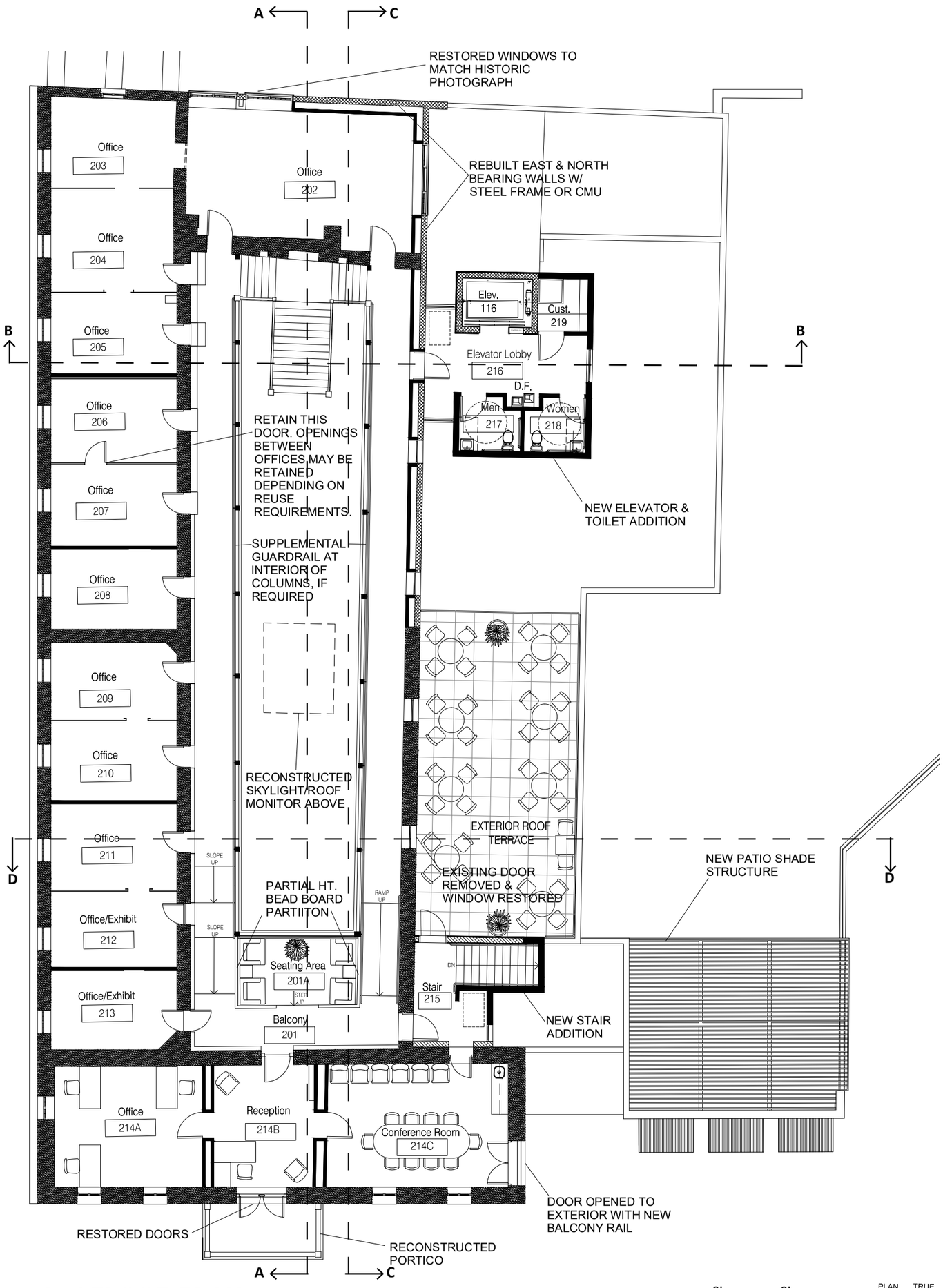


1st FLOOR PLAN

SCALE: 3/32" = 1'-0"

Amador Hotel Rehabilitation

Figure 2.B.11.- Proposed First Floor Rehabilitation Plan- Jonathan S, Craig Architect LLC

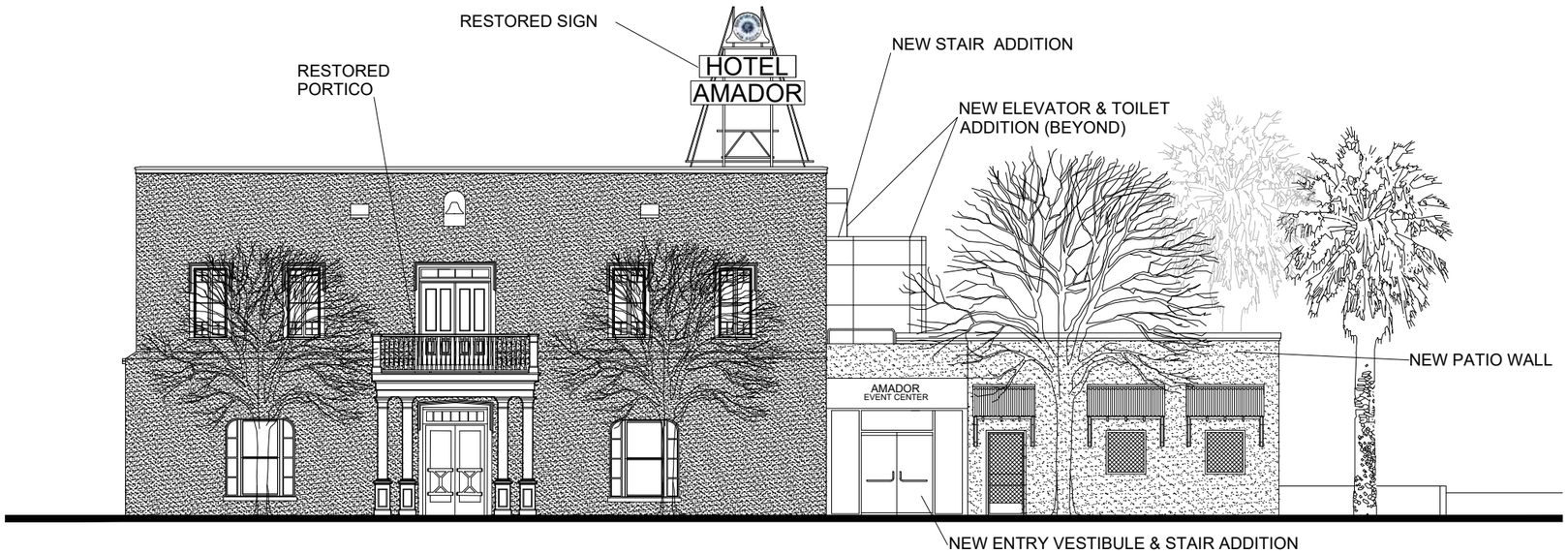


2nd FLOOR PLAN

SCALE: 3/32" = 1'-0"

Amador Hotel Rehabilitation

Figure 2.B.12.- Proposed Second Floor Rehabilitation Plan- Jonathan S. Craig Architect LLC



SOUTH ELEVATION

SCALE: 3/32" = 1'-0"

WEST ELEVATION

LIME PLASTER, WINDOW TRIM, ATTIC VENTS & 1ST FLOOR DOORS THIS ELEVATION BEING RESTORED 2022

SCALE: 3/32" = 1'-0"

Amador Hotel Rehabilitation

0' 8' 4' 16'

Figure 2.B.13.- Proposed rehabilitated building elevations; South Elevation (top) and West Elevation (Bottom)- Jonathan S. Craig Architect LLC- 2022

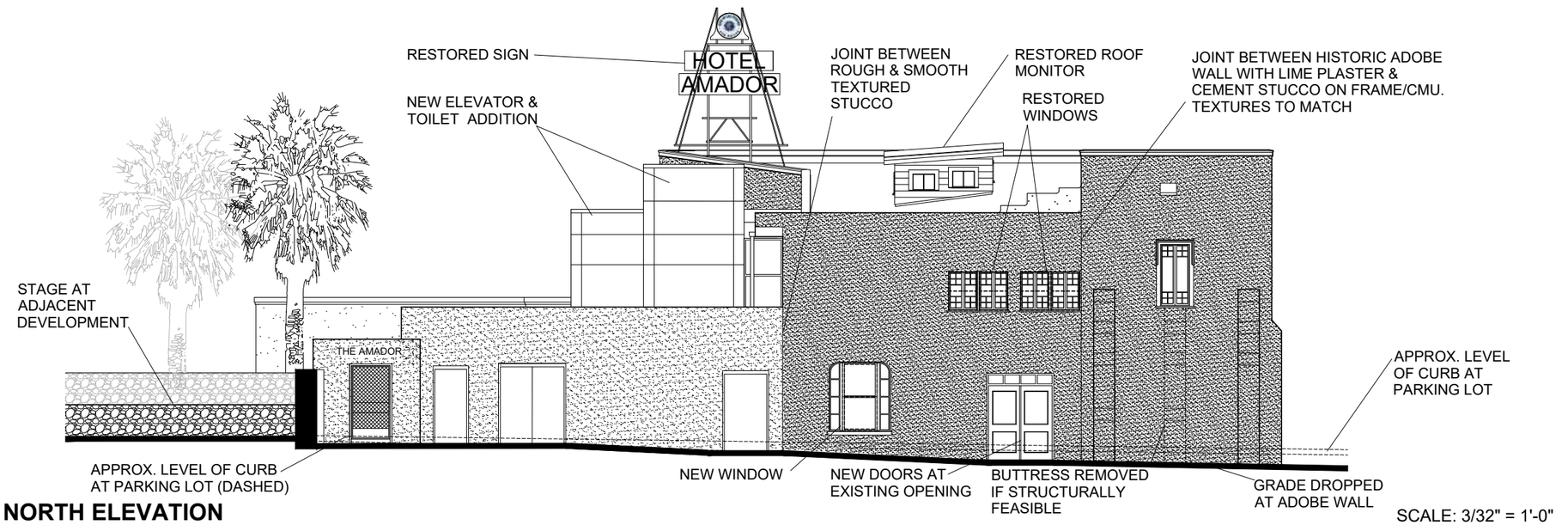
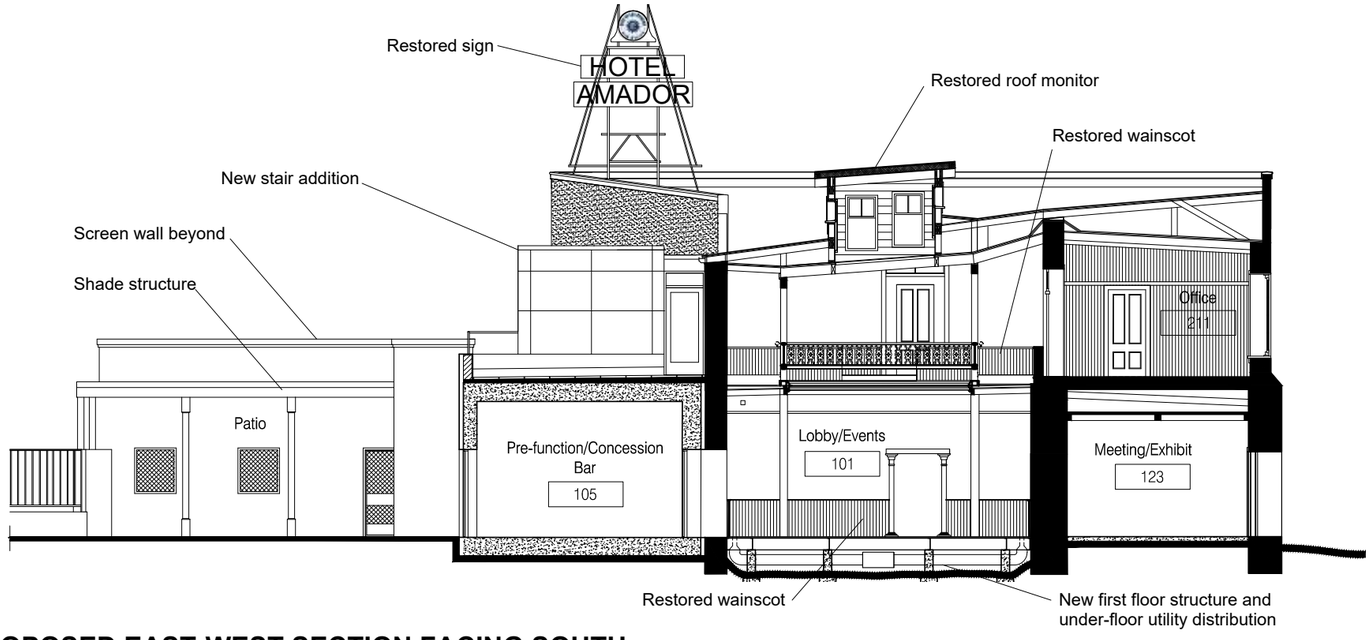
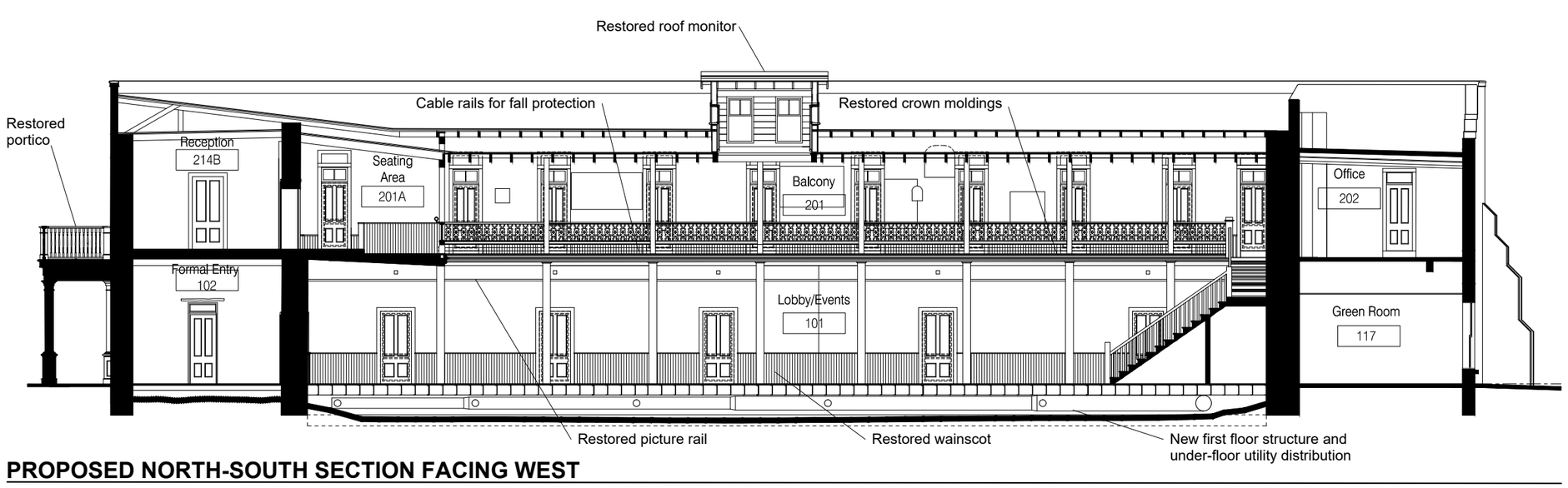


Figure 2.B.14.- Proposed rehabilitated building elevations; North Elevation (top) and East Elevation (Bottom)- Jonathan S. Craig Architect LLC- 2022



PROPOSED EAST-WEST SECTION FACING SOUTH

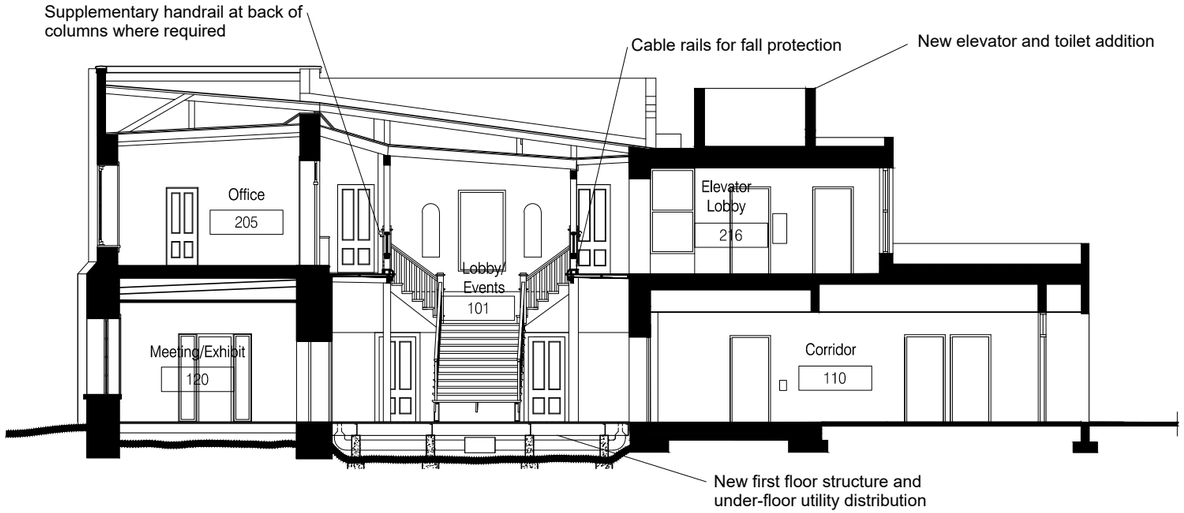


PROPOSED NORTH-SOUTH SECTION FACING WEST

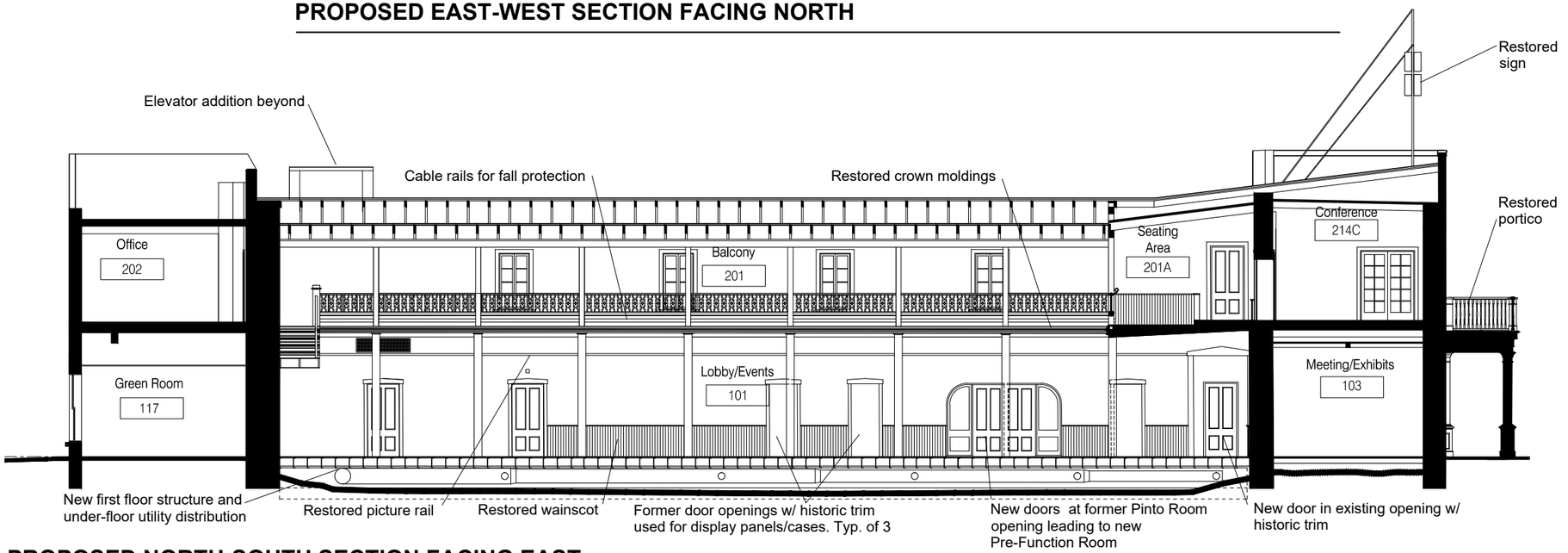
Amador Hotel Rehabilitation

0 4' 8' 16'

Figure 2.B.15.- Proposed rehabilitated building sections; east-west section facing south (top) and north-south facing west (bottoms)- Jonathan S Craig Architect LLC- 2022



PROPOSED EAST-WEST SECTION FACING NORTH



PROPOSED NORTH-SOUTH SECTION FACING EAST

Amador Hotel Rehabilitation

0 4' 8' 16'

Figure 2.B.16.- Proposed rehabilitated building sections; east-west section facing north (top) and north-south facing east (bottoms)- JSCA 2022

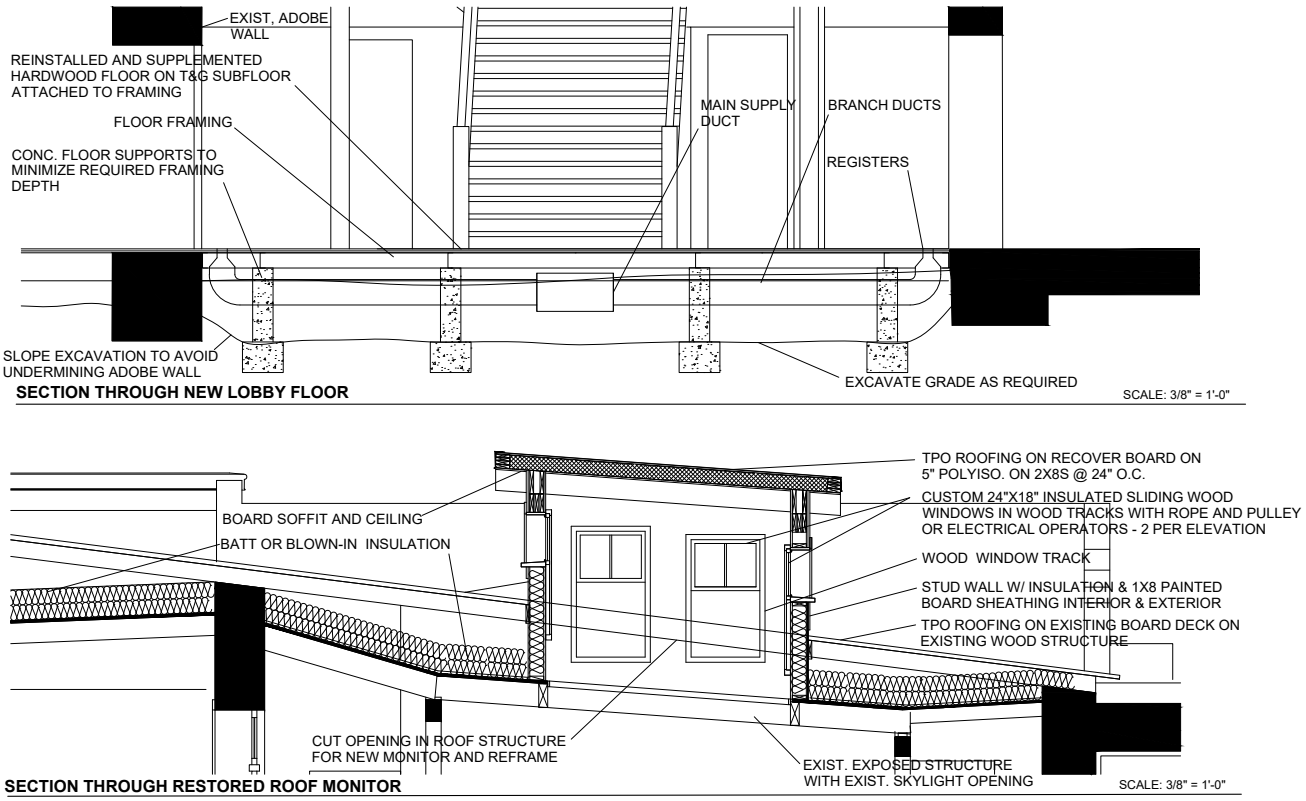


Figure 2.B.17.- Schematic sections through proposed Lobby floor structure for utility installation (top) and restored skylight/roof monitor (bottom)- JSCA 2022

OUTLINE OF CROWN MOLDING IN PAINT AT NE BALCONY

EXISTING BALCONY EDGE DETAIL

WEST RAILING 2018

1946 PHOTOGRAPH SHOWING EAST BALCONY RAIL & MOLDINGS AT HISTORIC RAILING HEIGHT

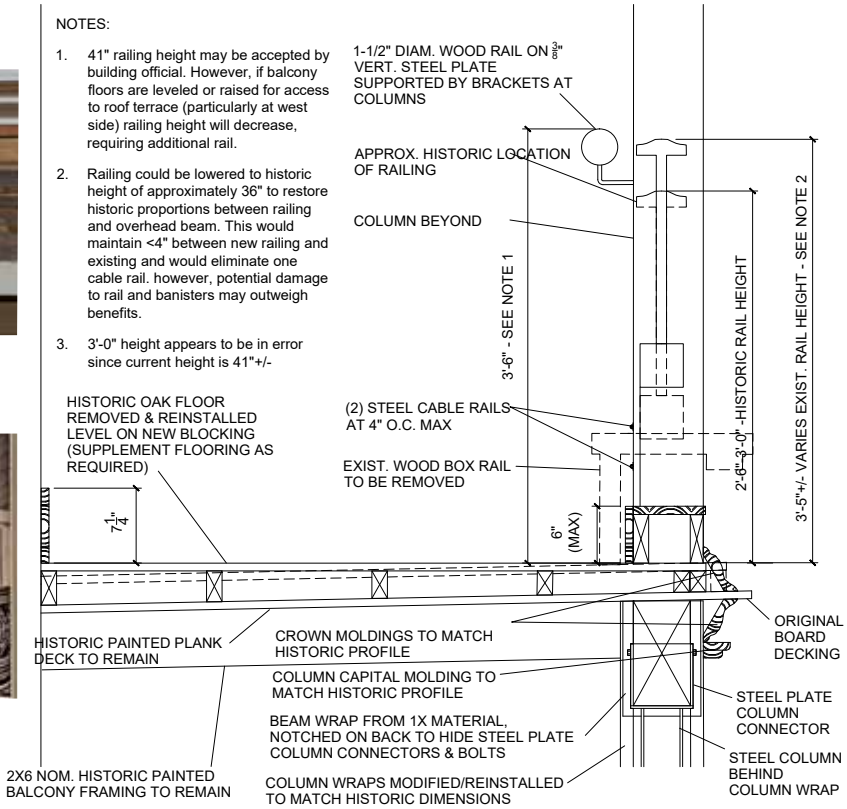


Figure 2.B.18.- Proposed preliminary details for moldings, beam wraps, and potential code alterations to balcony guardrails- JSCA 2022

Figure 2.B.19.- Exterior view of the proposed rehabilitation looking northeast from the intersection of Amador Avenue and Water Street. Jonathan S Craig Architect LLC, design; Formative Architecture, renderings, 2021.

Figure 2.B.21.- Exterior view of the proposed rehabilitation looking southwest from the Visit Las Cruces visitor center building. Jonathan S Craig Architect LLC, design; Formative Architecture, renderings, 2021.-

Figure 2.B.20.- Interior view of the proposed rehabilitation looking northwest from the south balcony. Jonathan S Craig Architect LLC, design; Formative Architecture, renderings, 2021.

v. Building Code and Accessibility Analyses

a. Overview

Due to the many unknowns and lack of detailed plans at the stage of preparing an Historic Structure Report, it is not possible or appropriate to undertake a full analysis that would be required for a permit for construction. The intent of the analyses that are included in this report is to highlight significant building code issues that may affect the historic integrity, preservation, rehabilitation, and adaptive reuse of the building. It was originally intended to have a preliminary meeting with the Building Official, but the City of Las Cruces determined that it would be premature at this stage and would be more appropriate to initiate contact with the building official once the HSR is complete and there is better definition on the direction of the final rehabilitation. It is strongly advised, however, that preliminary discussions are held with the building official at the earliest opportunity, but this may be most appropriate after a more detailed structural engineering assessment is complete. The City of Las Cruces is currently negotiating with a preservation architect to undertake more detailed structural analysis and more in-depth building code analysis. Meetings with the building official are believed to be part of the scope of that work.

Preliminary building code analyses were performed by Jonathan Craig in March, 2018, on the two options dated March 16, 2018, one of which is shown in the previous section (Figure 2.B.9 on page 2.B.11 and Figure 2.B.10 on page 2.B.12). In September, 2018, the City of Las Cruces amended the agreement with Jonathan S. Craig Architect LLC to hire Scott Pierce of Integrity Code Consulting & Inspections (ICCI), of Albuquerque. Mr. Pierce is a former building code official with the New Mexico Construction Industries Division. He produced a report dated October 30, 2018 and revised November 7, 2018, which also analyzed the March 16, 2018, plans, supplemented by additional information provided by Jonathan Craig in emails and meetings. The analysis was intended to confirm or supplement previous findings and is still not to be considered a definitive analysis that would be required for building permit purposes. It has not been updated by ICCI for the currently proposed plan, or since the latest round of selective demolition, but has been updated by Jonathan Craig to reflect certain changes in conditions outlined in the summary below. The full original report is included in the appendices. The current plan is not substantially different from the former plans to change the general conclusions of the analysis, although items exposed by the latest demolition work could require further analysis. The assumptions for the distance from property lines of exterior walls has changed from 2018 due to the abandonment of a replat that would have reduced the distances from the current lot lines. This change increases the allowable area by 75% as opposed to 34% with the more restricted property lines. It has also removed some of the code requirements for fire protection of exterior walls and openings so the code analyses have been updated to reflect this change. In addition to this Overview this section includes the following sub-sections:

- Authorities Having Jurisdiction (AHJ) and applicable codes
- Building Code Analysis Methodology
- Building Data for Code Analysis
- Integrity Code Consulting & Inspections (ICCI) Findings
- Code Analysis Plans and Tables

ICCI's 2018 analysis is summarized here, with the full analysis included in the Appendices. Comments have been added to this summary by Jonathan Craig to update certain conclusions, and point out implications of ICCI's conclusions and recommendations for historic preservation and reuse of the building.

The proposed schematic design has not been reviewed by the Fire Department for fire access, fire hydrant locations, or fire flow requirements for a fire sprinkler system. This is a priority for the rehabilitation design.

b. Authorities Having Jurisdiction (AHJ) and applicable codes

Authorities Having Jurisdiction

Building permit review, approval, and inspection

Due to the relative complexity of this project and the expenditure of State of New Mexico appropriated funds on it, the City of Las Cruces has delegated authority for building code approval to the New Mexico Construction Industries Division (CID). Although there is a CID representative in Las Cruces, he has indicated that most likely review of the proposed rehabilitation will be undertaken by the main office in Santa Fe, where there is more experience and expertise in evaluating historic structures.

Historic Preservation

While the New Mexico Historic Preservation Division does not have direct authority to make determinations about, or enforce the building code or other applicable codes, all proposals for changes to the building must be submitted for the Division's review. NMHPD has a statutory authority to determine whether any actions related to historic structures in public ownership listed on the state or national registers constitute a "use" and can make findings of "adverse affect" if it is deemed that the changes would be damaging to historic features. While the Building Official may accept this determination from the design professional, the State Historic Preservation Officer (SHPO) through NMHPD makes the final decision. Such determinations are important for implementation of Chapter 12 of the International Existing Building Code (see below). The 30%, 60% and 90% complete design documents should be submitted for review by NMHPD. In addition, as a Certified Local Government, the city of Las Cruces should make the design documents available for review by the Historic Preservation Specialist in the Community Development Department.

Zoning and planning approvals

Zoning approvals are the responsibility of the City of Las Cruces Community Development Department.

Fire Department Approvals

Approval of fire access and fire suppression systems shall be coordinated with the Las Cruces Fire Department and be routed through the Public Works City Architect for approval at 30%, 60%, and 90% design completion.

Water and sanitary sewer utility extensions and connections

Utility extensions and connections from the tap for the utilities in the street to the water meter and sewer cleanouts are reviewed and approved by Las Cruces Utilities and would be routed through the Public Works City Architect for approval at 30%, 60%, and 90% design completion.

Storm water management approvals

Site storm water drainage plans and connections to the city underground storm water system are reviewed by the Public Works Department. Direct connection of off street underground storm drainage to city storm water utilities requires a variance from the current city storm water ordinance. Grading and drainage plans would be routed for approval through the Public Works City Architect to the appropriate divisions at 30%, 60%, and 90% design completion.

Traffic engineering and street improvements/closures

Design for work impacting the surrounding streets and traffic will be routed through the Public Works City Architect for approval by the appropriate divisions of the Public Works Department at 30%, 60%, and 90% design completion.

Solid waste pick-up and dumpster location approvals

Design of dumpster locations, enclosures, and access for pick-up shall be coordinated with and approved by the Solid Waste Division of Las Cruces Utilities.

Gas service

Design, sizing, and meter placement for gas service shall be approved by the Gas Service Division of Las Cruces Utilities.

Electrical service

Electric service shall be coordinated with and approved by El Paso Electric. The transformer at the northwest corner of the Amador Hotel, installed as part of the surrounding commercial development, was sized to provide anticipated demand for the Amador Hotel, but this should be confirmed once loads are known.

Applicable Codes

The following are the currently applicable codes adopted by the State of New Mexico.

- 2015 New Mexico Existing Building Code (NMEBC) amending the 2015 International Existing Building Code (IEBC)
- New Mexico Commercial Building Code (NMCBC) amending the 2015 International Building Code (IBC)
- ANSI Chapter 117.1-2009, Standards for Accessible and Usable Buildings and Facilities, as referenced by the IBC and adopted by the 2015 New Mexico Commercial Building Code (NMCBC)
- 2015 New Mexico Earthen Building Materials Construction Code (Phase III)- (NMEBMCC)
- 2015 New Mexico Historic Earthen Building Code (NMHEBC)
- 2021 New Mexico Plumbing Code (NMPC)amending the 2021 Uniform Plumbing Code (UPC). (Note: The 2015 New Mexico Plumbing Code was in effect for most of this study and any references to the Plumbing Code refer to the 2015 version)
- 2021 New Mexico Mechanical Code (NMMC) amending the 2021 Uniform Mechanical Code (UMC) (Note: The 2015 New Mexico Plumbing Code was in effect for most of this study and any references to the plumbing code refer to the 2015 version)
- 2017 New Mexico Electrical Code amending the 2017 National Electrical Code (NEC)
- 2015 New Mexico Fire Code (NMFC) amending the 2015 International Fire Code (IFC)
- The 2010 Americans with Disabilities Act (ADA) Standards for Accessible Design should also be consulted, but these are standards developed by the U.S. Department of Justice to guide compliance with civil rights legislation and are not adopted or enforced by the State of New Mexico.

c. Building Code Analysis Methodology

The methodology for analyzing existing buildings under the currently adopted codes is quite complex but is essential to understand when trying to preserve historic buildings. The intent of the International Existing Building Code is to retain existing buildings (whether historic or not) to the greatest extent feasible, consistent with protecting public safety. This has taken on greater significance as preserving existing buildings not only allows the reuse of historic structures but also reduces the destruction of the embodied energy in any existing building, which can require considerable expenditure of additional energy and resources to replace. There is a significant amount of discretion in the IEBC for the building official to permit alternatives to full compliance if the intent of the code is met.

The New Mexico Existing Building Code (NMEBC) is the primary code for guiding the analysis of existing buildings. Although the New Mexico Commercial Building Code

(NMCBC) contains some general requirements relating to existing buildings it primarily sets requirements for new construction, referring work on existing buildings to the NMEBC (and by adoption the IEBC). The NMEBC lays out methodologies for analyzing existing buildings and either references the portions of the NMCBC that apply, or provides alternate provisions, depending upon the methodology employed. For any work other than solely repairs, the IEBC provides three different compliance methods to meet code requirements that apply to the alteration, repair, additions, and change of occupancy of existing structures, including historic structures, as follows:

- **Prescriptive Method:** The prescriptive method essentially requires the work being performed to comply with the requirements of the International Building Code (IBC as adopted by the NMCBC), with a few exceptions involving conditions where IBC compliance is infeasible for an existing building. It is generally applicable when the work is minor. The method does not include the more detailed provisions (and alternatives) that apply to Historic Buildings, when using the other two methods, and its provisions for a Change of Occupancy are more restrictive.
- **Work Area Method:** The work area compliance method is the most-commonly used IEBC (NMRBC) compliance method and provides more flexibility in meeting the technical requirements of the code. This method applies varying requirements to the work area in the building based on the classification of work that is being performed. When the work area compliance method is used, the scope of work must comply with one or more of the applicable chapters:
  - *Alterations – Level 1 (Chapter 7)* – applicable when "alterations include the removal and replacement or the covering of existing materials, elements, equipment, or fixtures using new materials, elements, equipment, or fixtures that serve the same purpose."
  - Alterations – Level 2 (Chapter 8) – applicable when "alterations include the reconfiguration of space, the addition or elimination of any door or window, the reconfiguration or extension of any system, or the installation of any additional equipment"
  - *Alterations – Level 3 (Chapter 9)* – applicable "where the work area exceeds 50 percent of the building area."
- **Change of Occupancy (Chapter 10)** – applies where a change of occupancy or change of use is required by the alteration. The provisions of this chapter overlay the requirements for the three Work Area Alteration Levels.
- **Additions (Chapter 11)** – provides requirements for any additions to existing buildings.
- **Historic Buildings (Chapter 12)** – provides alternatives and exceptions to the requirements of the building code for buildings listed on the National or State Historic Registers. The provisions of this chapter overlay the requirements of the three Work Area Alteration Levels.
- **Performance: (Chapter 13)** – provides an alternative compliance method using a score-based evaluation of components (height/area, compartmentation, vertical openings, means of egress, and fire protection systems) to determine the extent to which the proposed alterations will meet the intent of the building code. If the total score is high enough for the occupancy classifications involved, the work is deemed to be in compliance with the IEBC. The performance compliance method is a good option when one aspect of a proposed scope of work cannot conform to the other compliance methods, but the remainder of the building is generally compliant or exceeds the requirements of the code. The Performance Method is often used for large, complex projects due to the amount of work required to perform it.

The method used for the analyses in this report is the Work Area Method. Until all the requirements for the rehabilitation are defined it may not be possible to determine the work area in the building. The fact that work will be done in most areas of the building does not define the work area, since the code defines the work as those areas where spaces are reconfigured, and doors or windows are added or deleted. Other work, such as restoration of finishes, may be considered repairs. Areas which only involve repair of finishes, upgrades to comply with the building code or accessibility, and structural repairs, may not be considered part of the work area. The definition of Work Area states that the "Work area excludes other portions of the building where incidental work entailed by the intended work must be performed and portions of the building where work not initially intended by the owner is specifically required by this code." A common misconception is that once any work is occurring in more than 50% of the building the entire building must comply with the IBC. This is clearly not the case, even if the work area as defined by the code exceeds 50% of the floor area, otherwise the provisions of Alteration Level 3 would not be required. However, in the event that the work area does exceed 50%, Alteration Level 3 has been used for the analysis in this report, overlaid by the special requirements for Change of Occupancy and for Historic Buildings, in order to determine what the most stringent conditions of the code might be, alternative ways to meet them, and potential requests for acceptance by the Building Official of existing conditions that are technically infeasible to alter to comply with the code without destroying contributing historic features.

The Performance Method may be a more advantageous compliance method than the Work Area Method, given the unusual nature of the building and that some features do not appear to be capable of being feasibly altered without significant destruction or alteration of historic features (such as the steps at the doors to second floor rooms- see discussion below). The performance method has been used successfully, even for small buildings, such as small 2-story main street buildings in the City of Aurora, Illinois. In addition, a spreadsheet calculator for the method is in development by the Association for Preservation Technology (APT), which should greatly reduce the time and the cost to prepare a performance evaluation, and may be available by the end of 2022.

d. Site and Building Data for Code Analysis

Site Data:

Parcel Address = 302 S Main St, Las Cruces, 88001

Building Address = 108 West Amador Avenue, Las Cruces, 88001

Parcel Map Code = 4-007-135-221-293

Parcel ID = 02-06033

Legal Description (Property Deeded by Don Ana County): ORIGINAL TOWNSITE Lot: PC 1 2 3 Block: 12 S: 18 T: 23S R:2E PT OF VACATED WATER ST

Parcel Area- Lot 2 (Current Amador Hotel Property): 0.53 acres (approximately)

Distance from Property Lines: >30' on all sides (qualifies for 75% allowable area increase)

Building Data:

Gross Floor Areas (post 2018 demolition - to inside of exterior walls as defined by NMCBC and used for area calculations):

Existing:

First Floor (incl. portico):	8,842 sf
Second Floor:	4,751 sf
Total:	13,593 sf

Proposed:

First Floor (incl. portico):	9,029 sf
Second Floor:	5,025 sf
Total:	14,054 sf

Occupancy Groups/Areas:

Existing:

First Floor:	B (Offices)	8,842 sf

Second Floor:	B (Offices)	4,751 sf
	13,593 sf	
Proposed:		
First Floor:	B (Offices)	6,234 sf
	A3 (Assembly)	2,795 sf (includes Rooms 101, 104 & 118)
Second Floor:	B (Offices)	5,025 sf
	14,054 sf	

e. Integrity Code Consulting & Inspections (ICCI) Findings

The primary findings of ICCI's report modify some of the assumptions in the draft code analysis submitted with the 2018 draft of this HSR and include the following[1]:

1. The Occupancy Group for the Lobby/Events room should be classified as A-3 (Assembly). Even though dining may occasionally occur in the space, this is not its primary function and food will not be prepared on site. It most closely resembles a Community Hall, which is listed in the IBC as A-3. Under paragraph 5 of ICCI's Building Code Analysis it is stated that if the Building Official agrees to the occupancy load of the Lobby being administratively controlled at a maximum of 299 occupants, then neither a fire sprinkler system nor a fire alarm system will be required and this will not automatically trigger structural upgrades, including for seismic resistance, required by the NMEBC.

   The change to an A-3 occupancy has been made in the code analysis.

2. The report recommends classifying the construction type for the building as Type IIIB instead of Type VB because it most accurately reflects the merits of the construction material used. Since portions of the east and north bearing walls are wood frame construction rather than masonry (which is required for Type III classification), those portions will either have to be made to meet a 2 hour fire resistive rating or an administrative approval of the existing conditions in accordance with Section 1201.2 of the NMEBC would need to be given by the Building Official. If this cannot be achieved the VB construction type could still be used with certain additional provisions.

3. *The special requirements for limitation of openings and fire protection of exterior walls and openings due to the proximity of the north property line described in the ICCI report (Item 3, under Code Analysis in the report) are now no longer applicable, since property lines on all sides of the building are more than 30' from the exterior walls.*

4. *The special requirements for limitation of openings and fire protection of exterior walls and openings due to the proximity of the east property line described in the ICCI report (Item 4, under Code Analysis in the report) are now no longer applicable, since property lines on all sides of the building are more than 30' from the exterior walls.*

5. The occupant load of the Lobby/Events Room 101 should be administratively limited to 299, to reduce potential requirements for seismic upgrades. This approach requires approval of the Building Official in accordance with section 1004.1.2 NMCBC.

   This occupancy load limit has been accepted by the City of Las Cruces and the Amador Hotel Foundation.

6. The report detailed the measures that would need to be taken in order to make

1 More information can be found in the full ICCI report in the Appendices. Items in italics are comments or updates by JSCA, including historic preservation and building use impacts.

the building compliant, without installation of an automatic fire sprinkler system, using separated occupancies. These include:

a. Separate Events, Room 101, and B (offices and exhibit rooms). Mixed occupancies are to be separated in accordance with section 508.4 NMCBC. 2 hour rated wall construction with 90 minute rated opening protection. The adobe walls meet 2 hour rating. 90 minute rated doors must have automatic or self-closing devices or be installed with a magnetic hold open device linked to building fire alarm system.

The few existing historic doors and their hardware would not meet these requirements and would have to be replaced or supplemented, which may be considered damaging to historic features.

b. Transoms above 2nd floor office doors must be accepted by Building Official as is, modified to an extent to be determined by the Building Official, or removed completely. Transoms fixed in place and provided with wire glass set in a steel frame or other approved glazing applied to one side as permitted for corridor walls may meet the intent of the code to limit smoke and fire passage, even though these are not corridor walls.

Making the transoms operable again is desirable to restore features of the historic ventilation system, but fixing them in place with the addition of wire glass may be determined to be acceptable if detailed appropriately.

c. HVAC duct work and other openings penetrating any and all fire resistive rated walls would need to be protected in accordance with section 716 NMCBC.

Since all systems will be new, meeting these requirements would be achievable, although with increased cost.

7. If the occupancies cannot be separated for any reason, the building must be treated as non-separated uses and the entire building must be provided with a NFPA 13 sprinkler system per section 1012.1.1 NMEBC because 2 of the thresholds in section 903.2.1.3 NMCB for requiring a sprinkler system throughout the building have been crossed.

   a. The fire area exceeds 12,000 sq ft (A-3) A portion of the fire area is located on a floor (2nd floor) other than the level of exit discharge (1st floor)

8. If the occupancies cannot be separated for any reason, or if the owner chooses not to, the building must be treated as non-separated uses and the entire building must be provided with a NFPA 13 automatic fire sprinkler system, per section 1012.1.1 NMEBC, because 2 of the thresholds in section 903.2.1.3 NMCB for requiring a sprinkler system throughout the building have been crossed.

   Installing a sprinkler system in a manner that does not damage the historic character of the building appears to be feasible. Smaller diameter exposed pipes can be seen in historic photographs on the underside of the balcony in the Lobby and exposed piping would be a potentially reversible alteration, if less intrusive systems are available in the future. The biggest disadvantage of a conventional sprinkler system - even a "dry" system - is the potential

catastrophic damage to the adobe structure caused by the intentional or unintentional discharge of the system, including leaks. A low pressure "mist" system used in museums and historic structures in other parts of the country would be an appropriate option, but its high first cost, lack of local installers, and high maintenance costs would likely preclude it.

9. Egress:

   a. The front or main doors to Room 102, Entry, from Amador Avenue are undersized (individual leaves do not provide 32"min clear opening width) and do not swing in the direction of travel for assembly occupancies over 49. These doors may remain unaltered when approved by the code official provided that other approved means of egress are provided (such as through Lobby 104). This must be approved by the code official in accordance with 1203.3 NMEBC.

      It is intended that these will only be formal entry doors, but that the main access to the building from Amador Avenue would be through the new Lobby 104.

   b. The doors leading from Events 101 to lobby 104 must be a self-closing 90 minute fire resistive rated if the wall is to be a 2 hour rated Fire Barrier, or if the building is provided with a sprinkler system, self-closing 45 min fire rated per section 716.5 NMCBC and 805.4.3 NMEBC.

      Both of these requirements will limit glazing in this door to 100 square inches - 10"x10" or similar.

   c. Exterior doors in corridor 110 and Lobby 104, the door leading from Events 101 to corridor 110, as well as the door from Events 101 to the lobby 104 must be provided with self-closing device and panic (fire) hardware per section 805.4.4 NMEBC.

      These are all new doors, two in post 1969 openings, so appropriate panic hardware can be installed. Closers should be concealed or mounted on the side opposite the Lobby.

   d. Grand stairway railings shall be accepted without complying with the handrail and guard requirements on the NMCBC. Existing handrails and guards at all stairways shall be permitted to remain, provided that they are not structurally dangerous per section 1203.9 NMEBC. Structurally dangerous is defined in section 202 of NMEBC.

      The structural assessment determined that the main stair requires reinforcement to meet exiting load requirements (although given that there is no change of occupancy for the second floor, upgrades may not be required, unless the condition is considered dangerous). The cross-slopes on the stairs may be considered dangerous by the code official, which may require rebuilding them, but this should not require upgrades to meet all other requirements of the code that would change the historic appearance.

   e. Guard (guardrails) ornamental openings and intermediate railings are permitted and are to be accepted. Missing elements or members must be replaced in a manner that will preserve the historic appearance of the building. Section 1203.10 NMEBC. Guard heights are to comply with section 604 NMEBC.

      Existing balcony guardrails are at approximately 41" above the floor, new

construction requires 42". Section 1203.1, NMEBC, would allow balcony guardrails to remain as is, if structurally sound. They do not appear to be structurally dangerous but this should be verified by a structural engineer. However, leveling balcony floors may result in the guardrail height above the floor being further reduced, which may require a supplemental guardrail to be installed at the correct height, mounted to the inside face of the columns, to reduce its visibility from the Lobby. Alterations shall not make an existing non-complying condition less compliant (NMEBC Section 701.2).

f. All exits and exit access doors are to be identified with exit signs. The altered spaces must be provided with lighted exit signs in accordance with 1013 NMCBC. Per section 1203.11, NMEBC, signs within the historic portion of the building that would damage the historic character of the building may be substituted with alternative signs that are approved by the Building Official.

g. Such signs must identify the egress path and all required exits in accordance with section 1013 NMCBC.

h. The proposed storage closets may not be accessed through the new stair enclosure 126 per section 1023.4 NMCBC.

Stair 126 is the new exit stair from the 2nd floor to Vestibule 104, which has been renamed to Stair 215. The storage closet at the second floor landing that was shown at the time of the code analysis has been eliminated.

i. Stairs, door openings and corridor widths that are less than that required for new buildings per the provisions of Chapter 10 of the NMCBC shall be approved provided that the Building Official determines that the opening sizes are of sufficient width and height to provide adequate egress or that administrative controls are in place to limit the occupant loads to these components. Section 1205.6 NMEBC.

This applies to the following doors and historic door openings: Exterior doors from Amador Avenue to Room 102, door openings from Room 102 to Rooms 103 and 125, Room 118 to Room 119, Room 101 to Room 117, and 2nd floor rooms from the west balcony to Rooms 202 through 213. All remaining door openings, including those from the Lobby, are already wide enough, can be made wider without destroying historic features, or are new openings.

10. Accessibility:

a. At least one accessible route from the site arrival point to an accessible entrance must be provided per section 1204.1.1 NMEBC.

Locations for accessible parking should be confirmed with the City of Las Cruces. The Las Cruces Downtown Development Code does not require additional off-street parking in the downtown transect in which the Amador Hotel is located.[2] However, the closest accessible parking spaces to the Amador should be identified and should not be further away than equivalent non-accessible spaces. Ideally the lot directly to the north should have available spaces, but these are shared with other facilities on the block. The accessible spaces for the Visit Las Cruces offices to the east could also be made available. Creating more accessible spaces at the north lot and

2 Section 38-40.P of the Las Cruces Development Code

designating at least two for use exclusively by the Amador may be necessary to make sure there are always some spaces available within a reasonable distance of the facility. Accessible spaces could be created at the south aisle of the north parking lot but will require an accessible sidewalk to the public sidewalk along Water Street, which appears to provide an accessible route to the new entry to the Amador Hotel from Amador Avenue. If a drop-off is provided, for instance along Amador Avenue, this must be accessible.

b. At least one main entrance to the building must be accessible unless technically infeasible. Such entrance shall provide access to all accessible portions of the building via an accessible route. All other entrances do not have to be accessible so long as all inaccessible entrances are provided with directional signage indicating the location of the accessible entrance(s). Section 1204.1.3 and 705.1.1 NMEBC and Chapter 11 NMCBC.

   The new entry from Amador Avenue will be accessible, as will the east door from Corridor 110. Directional signage should be provided at other entrances. Directional signage should also be provided to the east door for access to the elevator to the second floor, in the event that the main Lobby is locked off for entry (not for egress). If the proposed gates from the patio to Amador Avenue or at the northeast corner of the building are locked from the outside, a notification system will be required.

c. Thresholds at accessible entrances must have a maximum height of ¾" and include beveled edges. Per section 705.1.12.

   Since accessible entries are new they shall meet the maximum 1/2" height for new construction.

d. Where any modifications within historic portionS of the building are necessitate by the code and where such modifications are technically infeasible or will destroy the historic character of the building, as determined by the building official, the alternative requirements of 1204 NMEBC may be used. Section 1205.15 NMEBC.

   The proposed plan includes two accessible entrances and all new accessible toilet facilities on both floors.

e. The new elevator provided in the alteration area is required by section 806.2 NMEBC and must be accessible and comply with Chapter 30 NMCBC.

   The new elevator to the 2nd floor will be accessible.

f. All spaces and rooms on level 1 and 2 must be accessible and be provided with an accessible route to and through each space unless found to be technically infeasible by the Building Official. This includes all door hardware, floor levels, and door clear opening widths. Section 1205.15 & 1012.8 NMEBC.

   Barrier-free access to most program spaces on the first floor is achievable without destroying historic features. Door openings to rooms on the west side of the lobby were widened in 1969 and can be made to accommodate single code-compliant doors with a design matching the remaining historic 4-panel doors, instead of the pairs of doors that were installed in 1969. Rooms 103, 125, and possibly from Rooms 117 and 119 to

the main Lobby and Room 118, respectively do not have adequate door opening width. However Room 119 has alternative barrier-free access through Room 120, and Room 117 has a new proposed access from Corridor 110. The floor level of Room 117 is proposed to be dropped to the level of the main lobby (which was historically the case) and the slab in the east additions will mostly be removed to install underground utilities and the elevator, allowing floors to be levelled and code-compliant transitions to be made.

On the 2nd floor, the intent is to make the east and south balconies, the north and south office suites, and potentially the southernmost office on the west side (Room 213), accessible - pending more accurate floor level information from a digital scan. It is not technically feasible to make the remaining west offices accessible, due to the steps at doors and the historic door opening widths, without destroying historic fabric and negatively impacting the historic character. Room 213 would not meet the door opening width requirements, but my be able to be accessed with a level threshold. Widening the door would not be technically feasible. The use of replica historic door hardware at historic door openings may create a barrier to accessibility and should be evaluated further.

f. Preliminary Building Code Calculations for Rehabilitation Design

The tables and plans include initial calculations of allowable areas, stories, and heights, exiting loads, and egress paths, and plumbing fixture requirements for required toilet rooms.

Table of Allowable Areas, Stories, and Heights

The table provides a comparison of allowable areas, stories, and heights, for construction Types VB and IIIB in accordance with Chapter 5 of the IBC and permitted increases under the IEBC. More research, and possibly initial discussion with code officials, is required to determine if construction Type IIIB is feasible. If the wood frame portions of the north and east exterior walls are replaced with masonry it would appear that the construction type would meet the IIIB classification. Since Type IIIB has a higher classification for fire resistance than VB, this may allow for fewer interventions, such as when choosing the non-separated use path or to avoid installation of a fire sprinkler system. In addition, the predominant construction of the building as Type IIIB could be used as a mitigating factor for certain non-compliant items for a report required under IEBC 1201.2, or in the building's score if using the Performance Compliance Method. It appears that the building will meet the allowable area, number of stories, and height requirements, regardless of the construction Type classification, separations, or whether or not fire sprinkler are used. The allowable areas can be increased 20% for the building's designation as an historic structure.

Room Areas, Occupancy Groups, Occupancy Loads, and Exiting Route Plans

First and second floor plans show occupiable areas of each room, the occupancy group designation of each room, and the occupant load, based on the occupant type and floor area. Circulation areas, toilets and other areas not normally occupied, except by occupants (continued page 2.B.37, following plans)

COMPARISON OF ALLOWABLE AREAS, AREA RATIOS, NUMBER OF STORIES, & HEIGHTS FOR TYPES VB & IIIB CONSTRUCTION				
Description	**Reference**	**Value**		
Building Information				
First floor Area: Rooms 101, 104 & 118	A-3 Occupancy	2795	SF	Areas are to inside of exterior walls per IBC definition
First floor Area: All other areas	B Occupancy	6234	SF	
Second Floor Area	B occupancy	5025	SF	
Proposed Number of Stories	(IBC 202)	2		
Frontage Increase >30' on all sides	(IBC Chapter 3)	75%	(Maximum permitted by IBC)	
Historic Building increase	(IBC 202)	20%		
Construction Type	**TYPE VB CONSTRUCTION**		**TYPE IIIB CONSTRUCTION**	
Occupancy	**B Occupancy**	**A-3 Occupancy**	**B Occupancy**	**A-3 Occupancy**
MIXED OCCUPANCY SEPARATED USE – NON-SPRINKLERED				
Maximum Allowable Height	40	40	60	60
Maximum Allowable Number of Stories	2	1	2	2
Maximum Allowable Area Per floor (SF)	9000	6000	9000	6000
Maximum Area Per floor w/ increases (SF)	18900	12600	18900	12600
Total Actual/Allowable Area Ratio (< 1 to pass)	**0.82**	**Passes**	**0.42**	**Passes**
Required separation between A-3 and B	2 hours			
MIXED OCCUPANCY SEPARATED USE – SPRINKLERED				
Maximum Allowable Height in Feet	55	55	75	75
Maximum Allowable Number of Stories	2	3	3	4
Maximum Allowable Area Per floor (SF)	27000	18000	57000	28500
Area Per floor w/ Increases (SF)	56700	37800	119700	59850
Total Actual/Allowable Area Ratio (< 1 to pass)	**0.27**	**Passes**	**0.15**	**Passes**
Required separation between A-3 and B	1 Hour, **but can be eliminated for historic building per IEBC 1205.4**			
MIXED OCCUPANCY NON-SEPARATED USE – NON-SPRINKLERED				
Maximum Allowable Height	40	40	60	60
Maximum Allowable Number of Stories	2	1	2	2
Allowable Area Per Story (A3-most restrictive use)		6000		9500
Area Per floor w/ Increases (SF)		12600		19950
Total Allowable Area 2 Floors		25200		39900
MIXED OCCUPANCY NON-SEPARATED USE – NON-SPRINKLERED				
Maximum Allowable Height	55	55	75	75
Maximum Allowable Number of Stories	2	3	3	4
Allowable Area Per Story (A3-most restrictive use)		18000		28500
Area Per floor w/ Increases (SF)		37800		59850
Total Allowable Area 2 Floors		75600		119700
ALL PROPOSED AREAS ARE WITHIN THE MAXIMUM ALLOWABLE FOR SPRINKLERED AND NON-SPRINKLERED BUILDING WHETHER SEPARATED OR NON SEPARATED FOR BOTH TYPE VB AND IIIB CONSTRUCTION				

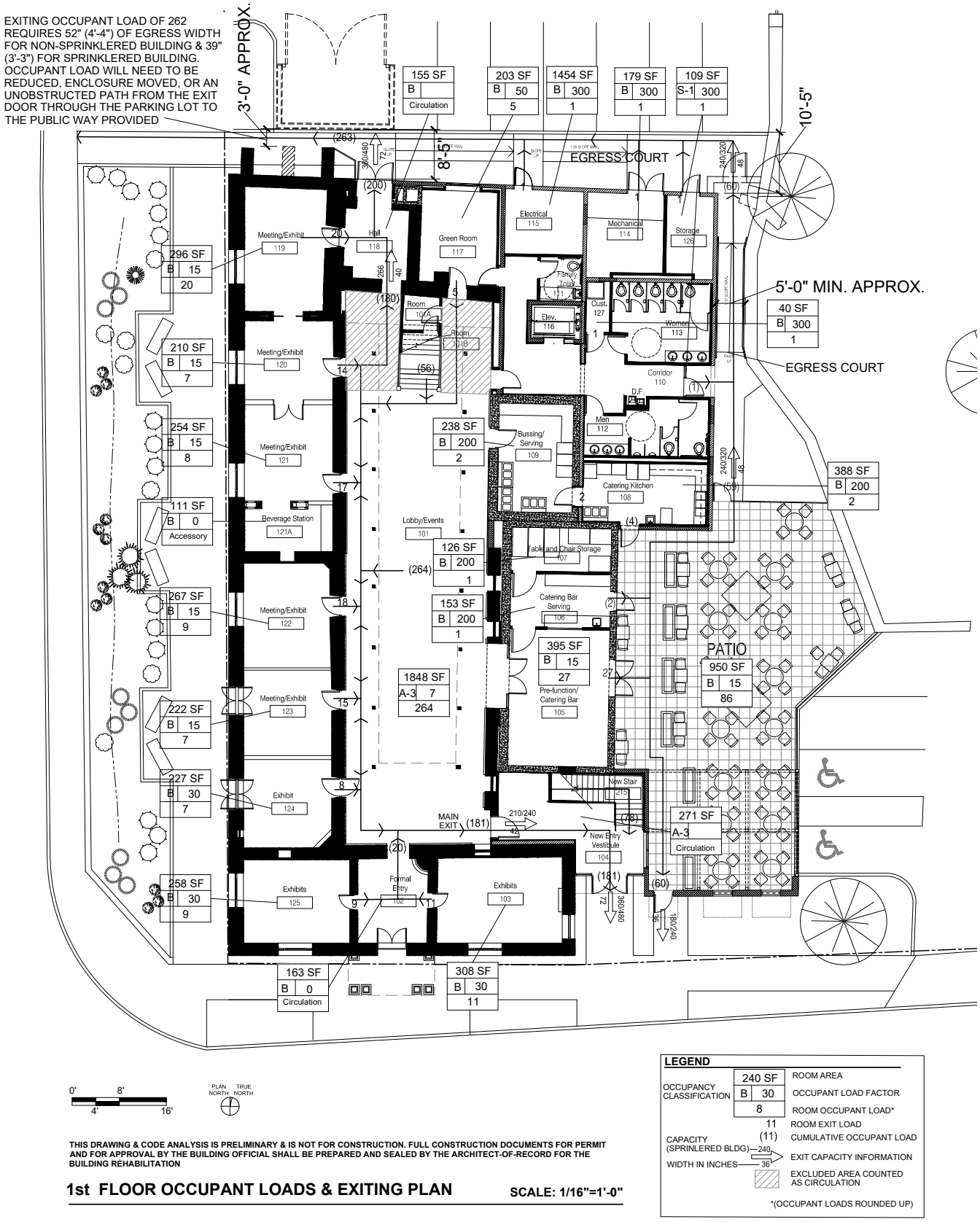


Figure 2.B.22.- First floor occupancies, occupant loads, and exiting for the proposed plan. Jonathan S. Craig Architect LLC

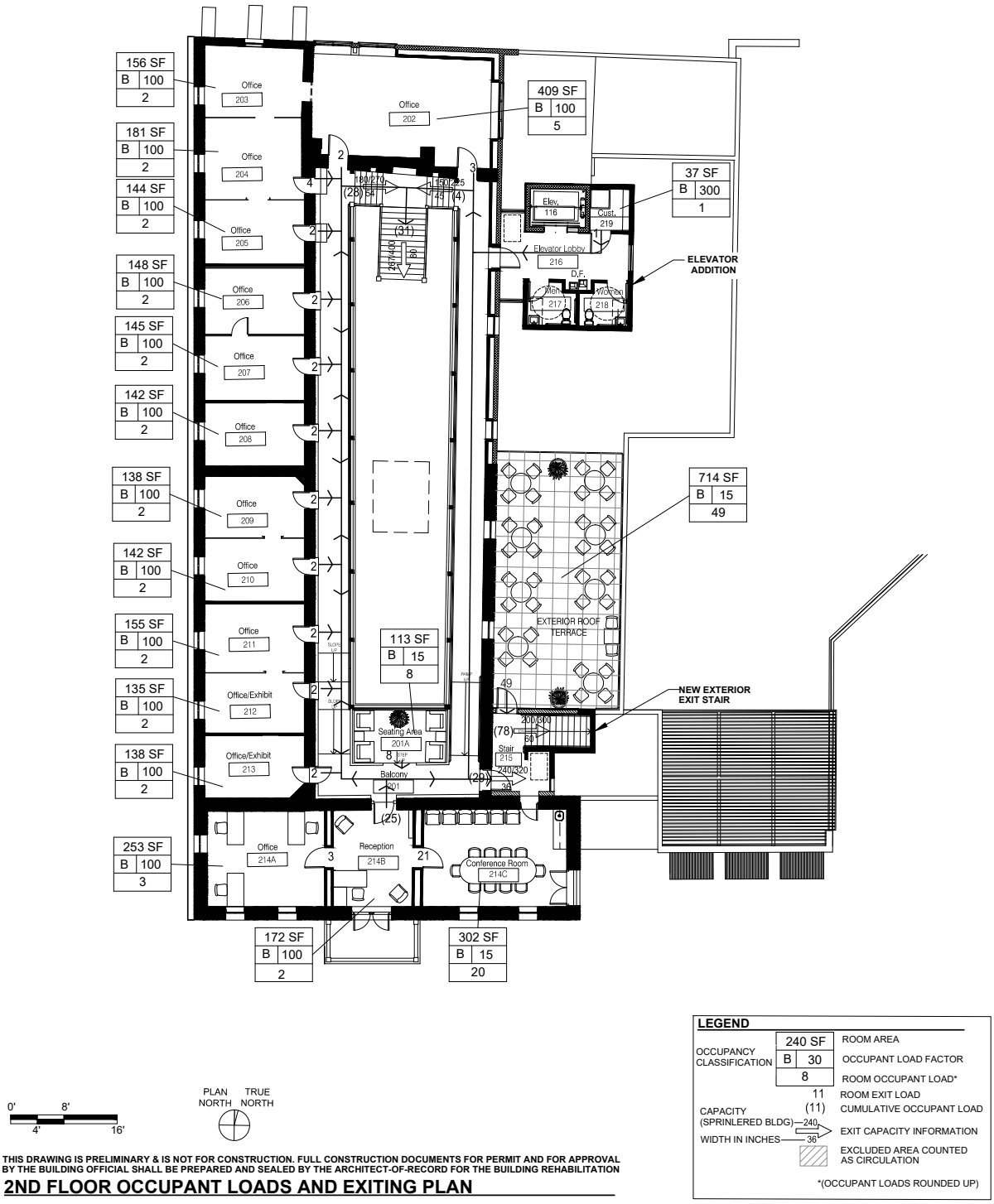


Figure 2.B.23.- Second floor occupancies, occupant loads, and exiting for the proposed plan. Jonathan S. Craig Architect LLC

using other areas of the building, are excluded from the occupancy load calculations. Two primary emergency exits are shown; one through the new southeast lobby and the other through the north exterior door. The new exit from Corridor 110 could be used as a third exit, but it is further to the public way. All exit distances within the building are within the allowable distance for a sprinklered or non-sprinklered building. In existing buildings only one entrance and exit are required to be accessible to people with disabilities. Exiting from the second floor is via the main Lobby stairs and the new stairs accessing the new entry lobby.

PLUMBING FIXTURE CALCULATION TABLE

Room #	Room Name	Usable Area (SF)	Occupancy Type	Occupant Load Factor	Occupants	Men's WC Factor	Men's WCs	Women's WC Factor	Women's WCs	Lavatories Factor	Lavatories (ea. sex)	Drinking Fountain Factor	Drinking Fountains
101	Events	1848	A3	7	264.0	125	1.06	65	2.03	200	0.66	500	0.53
102	Entry	163	B	Circulation	N/A								
103	Exhibit	308	B	30	11.0	125	0.04	65	0.08	200	0.03	500	0.02
104	Entry Vestibule	271	A3	Circulation	N/A								
105	Bar/pre-function	22	B	15	1.5	25	0.03	25	0.03	100	0.01	1000	0.00
106	Concession Bar Serving	153	B	200	0.8	25	0.02	25	0.02	100	0.00	1000	0.00
107	Chair/Table Storage	126	B	300	0.4	100	0.00	100	0.00	100	0.00	1000	0.00
108	Catering Kitchen	388	B	200	1.9	25	0.04	25	0.04	40	0.02	100	0.02
109	Bussing/Serving	238	B	200	1.2	25	0.02	25	0.02	40	0.01	100	0.01
110	Corridor	328	B	Circulation	N/A								
111	Family Toilet	52		N/A	N/A								
112	Men	175	B	N/A	N/A								
113	Women	213		N/A	N/A								
114	Mechanical	179	B	200	0.9	25	0.02	25	0.02	200	0.00	500	0.00
115	Electrical	145	B	200	0.7	25	0.01	25	0.01	200	0.00	500	0.00
116	Elevator	49	B	Circulation	N/A								
117	Green Room	203	B	50	4.1	25	0.08	25	0.08	40	0.05	100	0.04
118	Hall	155	A3	Circulation	N/A								
119	Meeting	296	B	15	19.7	125	0.08	65	0.15	200	0.05	500	0.04
120	Meeting	210	B	15	14.0	125	0.06	65	0.11	200	0.04	500	0.03
121	Meeting	254	B	15	16.9	125	0.07	65	0.13	200	0.04	500	0.03
121A	Beverage station	111	B	N/A	N/A								
122	Meeting	267	B	15	17.8	125	0.07	65	0.14	200	0.04	500	0.04
123	Meeting	222	B	15	14.8	125	0.06	65	0.11	200	0.04	500	0.03
124	Exhibit	227	B	30	7.6	125	0.03	65	0.06	200	0.02	500	0.02
125	Exhibit	258	B	30	8.6	125	0.03	65	0.07	200	0.02	500	0.02
	Stair			N/A	N/A								
126	Storage	109	B	300	0.4	100	0.00	100	0.00	100	0.00	1000	0.00
	Patio	950	A3	15	63.3	125	0.25	100	0.32	100	0.32	500	0.13
Total 1st Floor					**450**		**1.98**		**3.42**		**1.36**		**0.95**
201	Balcony	950		N/A	N/A								
201A	Seating Area	113		15	7.5	25	0.15	25	0.15	40	0.09	100	0.08
202	Office	409	B	100	4.1	25	0.08	25	0.08	40	0.05	100	0.04
203	Office	156	B	100	1.6	25	0.03	25	0.03	40	0.02	100	0.02
204	Office	181	B	100	1.8	25	0.04	25	0.04	40	0.02	100	0.02
205	Office	144	B	100	1.4	25	0.03	25	0.03	40	0.02	100	0.01
206	Office	148	B	100	1.5	25	0.03	25	0.03	40	0.02	100	0.01
207	Office	145	B	100	1.5	25	0.03	25	0.03	40	0.02	100	0.01
208	Office	142	B	100	1.4	25	0.03	25	0.03	40	0.02	100	0.01
209	Office	138	B	100	1.4	25	0.03	25	0.03	40	0.02	100	0.01
210	Office	142	B	100	1.4	25	0.03	25	0.03	40	0.02	100	0.01
211	Office	155	B	100	1.6	25	0.03	25	0.03	40	0.02	100	0.02
212	Office	134	B	100	1.3	25	0.03	25	0.03	40	0.02	100	0.01
213	Office	138	B	100	1.4	25	0.03	25	0.03	40	0.02	100	0.01
214A	Office	253	B	100	2.5	25	0.05	25	0.05	40	0.03	100	0.03
214B	Reception	172	B	100	1.7	25	0.03	25	0.03	40	0.02	100	0.02
214C	Conference	302	B	15	20.1	25	0.40	25	0.40	40	0.25	100	0.20
215	Custodial	37	B	300	0.1	25	0.00	25	0.00	40	0.00	100	0.00
216	Stair	61	B	N/A									
217	Elevator Lobby	156	B	N/A									
	Roof Terrace	714	B	15	48.0	100	0.24	65	0.37	200	0.12	500	0.10
Total 2nd Floor					**101**		**1.29**		**1.42**		**0.77**		**0.62**
TOTAL BUILDING (Rounded up)					**551**		**4**		**5**		**3**		**2**
Total Provided							**5**		**6**		**4**		**4**

Plumbing fixture calculations

The table on the following page shows the required number of plumbing fixtures based on occupancy. The numbers of fixtures provided are slightly in excess of those required and could potentially be reduced further, if they are not required for operational purposes, since the building would be unlikely to be at maximum occupancy for all areas simultaneously. This could free up additional area for support functions such as an additional storage room off the Catering Kitchen.

vi. Additional Adaptive Reuse and Rehabilitation Requirements and Considerations

a. General

Detailed recommendations for treatment of historic features in accordance with Rehabilitation Guidelines are included in Chapter 2A, "v. Treatment Recommendations" on page 2.A.4. Chapter 1E., Conditions Assessment, also includes recommendations for rectifying observed conditions and Paragraph "v. Building Code and Accessibility Analyses" on page 2.B.24, of this chapter provides some recommendations for meeting building code requirements. This section describes additional work recommendations and issues to be addressed for the proposed rehabilitation, including those that are not specifically related to historic preservation, but must be considered for a successful adaptive re-use. Some of these issues relate to the operation of the facility and may not be able to be resolved before an operator is engaged, whereas others may require some resolution before selection of an operator.

b. Site and Setting

Very little remains of the historic site and setting of the original Amador Hotel. Modern traffic patterns and the effects of Urban Renewal isolated the building from the remainder of Downtown Las Cruces. Burying the Acequia Madre and realigning Water Street, so that it is now over 30' from the building wall as opposed to less than 6', has removed an important relationship with the street and the lush vegetation of the lateral on the west side of it. The widening of Amador Avenue and change to one-way traffic circulation along with the transition of the lots on the south side to mostly vacant uses and parking have removed the historic street context on this elevation. The recent development on the remainder of the block to the east and north has restored some of the density of the historic context and introduced new uses that can benefit the Amador's adaptive reuse. However, there are some significant challenges for access, security, and, most notably, sound migration between the two properties that will impact the operation of the

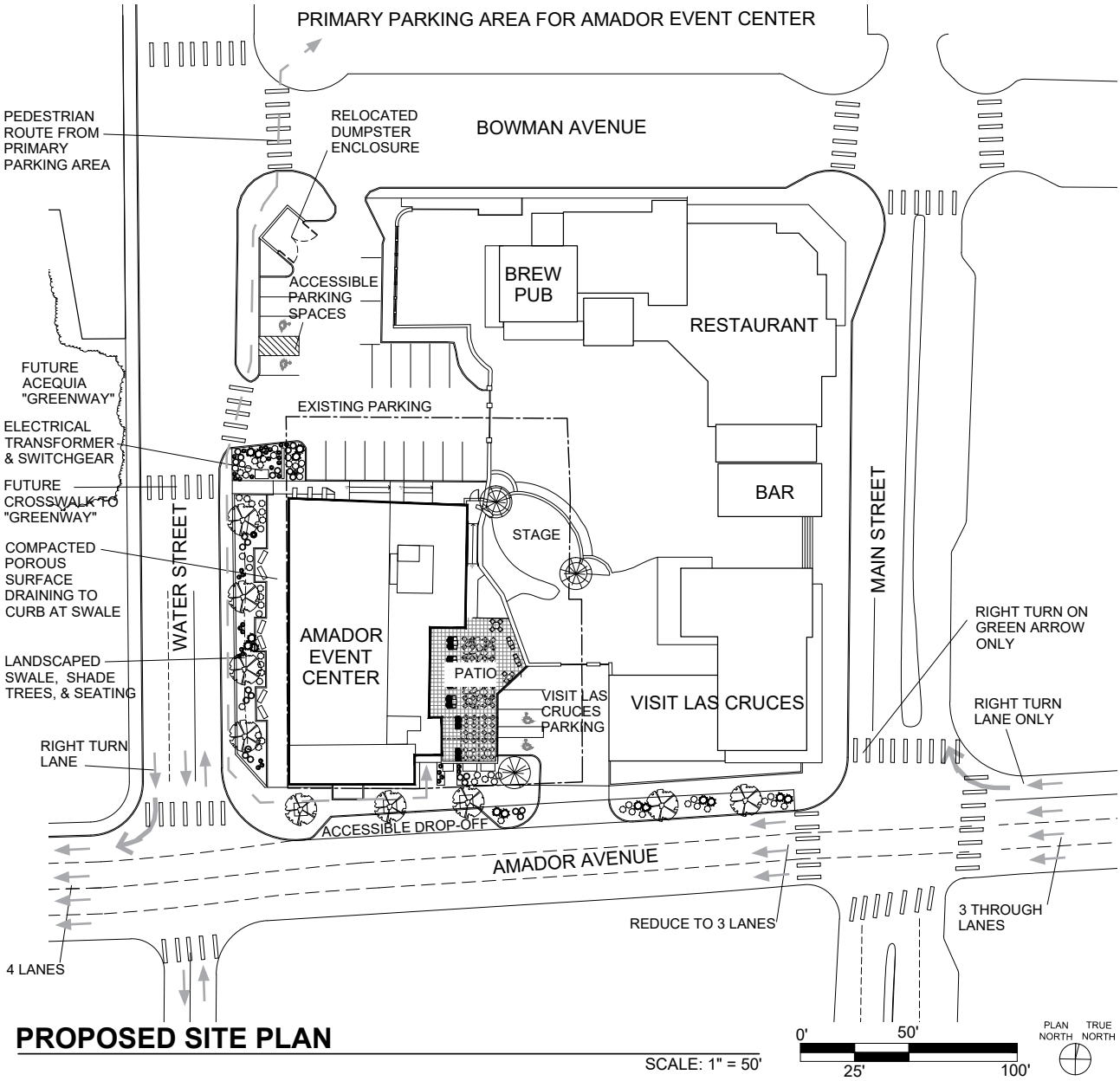


Figure 2.B.24.- Proposed site improvements showing pedestrian connections to current and future amenities around the Amador Event Center, revised traffic pattern on Amador Avenue to provide an accessible drop-off in front of the center, and new landscaped areas and street trees.

Amador. The outdoor stage is less than 20' from the east wall of the building. Restoring the acequia to its former appearance may not be possible, even if there were the funds and will to do so, given the current and projected water shortages in the region. Bringing Water Street back to its former alignment (that may be required if the acequia were to be restored to its uncovered state) does not seem likely. Additionally, the potential damage to the Amador from vibration from modern-day traffic volumes and loads make this undesirable.

Goals for improving the site and setting to allow the Amador Event Center to function effectively as an important social hub include:

- Tie the building into the Downtown area to the north and to the development on the remainder of the block
- Improve access for pedestrians and links to parking areas, including for those with mobility impairments

- Provide shaded seating where possible around the building for users, visitors, and the general public, to encourage them to linger in the area
- Work out operational conflicts between the Amador Event Center and the remaining uses on the Amador block.
- Reduce impacts from surrounding traffic, particularly on Amador Avenue

The Proposed Site Plan on the preceding page shows potential improvements to achieve these goals. Specific issues that will need to be addressed, and considerations for the site design for the rehabilitation include the following:

- The linear park (Greenway) along the Acequia Madre, as proposed in the 2005 downtown masterplan, would add an important amenity to the Amador and tie it into the city's historic neighborhoods. A safe crossing on Water Street would need to be provided.
- The area between the building and Water Street provides the opportunity to add some usable outdoor space in proximity to the building with construction of a small, linear park. Shade trees would shade the building, reducing energy costs, increasing comfort, and reducing traffic noise. Benches with shade would also promote use of the area by pedestrians and users of, and visitors to, the Amador. Landscape design should be undertaken by a landscape architect familiar with historic landscapes and be coordinated with the site drainage requirements (see below). The existing trees should be evaluated by an arborist, but they are leaning significantly to the west and do not appear to be able to provide much shade as a result. New trees should be planted far enough from the building wall that roots and irrigation water would not migrate to it. The electrical lines in a 15' wide easement to the east of the street sidewalk may also limit the size and type of trees that could be planted. Street trees should be added along Amador Avenue and additional landscaping planted in front of the new entry and south patio wall. The existing electrical transformer and switchgear should be screened with landscaping (coordinated with El Paso Electric requirements for access etc.).
- Reducing the traffic lanes on Amador Avenue to three from four would put traffic further from the building wall, reducing potential vibration damage; allow for construction of an accessible drop-off in front of the building; allow for safer, dedicated right turn lanes for traffic turning from Amador Avenue to Main Street, and for traffic turning onto Amador from Water Street; provide improved site lines for traffic coming from the north on Water Street, crossing or turning onto Amador Avenue; and potentially slow down traffic in front of the Event Center.
- Returning to 2-way traffic on Amador would likely be the most effective traffic-calming strategy, but it is understood that this has been studied previously by the City of Las Cruces and was not considered feasible. The changes proposed above would still allow for 2-way traffic in the future if conditions change. It is acknowledged that the Amador-Lohman one-way street system provides a major east-west arterial in the city, and thus congestion has implications beyond just the downtown area. However, revitalization of the south end of downtown, including the Amador block, the property immediately to the south of it, and the historic County Courthouse, will be hampered without slowing down traffic to create a safer pedestrian environment and better tie these areas into the remainder of downtown. According to the Public Works Department, the intersection of Water Street and Amador Avenue is too close to that at Main Street and Amador Avenue to install an additional traffic signal, but this appears to be the only safe way to provide a pedestrian connection to the lots to the south of Amador Avenue. All the lots to the south, except that at the northeast corner of Water and Lohman, which is owned by Doña

Ana County, are in private ownership, and thus would not officially be available for use as parking by patrons of the Amador Event Center. If these lots were to serve as parking for the Amador, some users may cross Amador Avenue at Main Street but many would likely attempt to cross at Water Street, even without a designated crossing. This presents a very dangerous situation, with potential liability to the city, which will likely need to be resolved as part of the redevelopment of the lots to the south. In the interim, use of these lots for parking for the Amador Event Center should be discouraged. The city parking lots to the north of the Amador, across Bowmen Avenue, are the nearest public parking areas with sufficient capacity for large events, but the distance and circuitous path to the proposed main entry to the building on Amador Avenue may be challenging for patrons, especially those with disabilities. The grade conditions at the north facade of the building and recent construction for the remainder of the Amador block do not make it conducive to enter the Amador from the north, and since this has not historically been a primary entry to the building, is not the most appropriate location for it. To assist users with finding their way to the Amador, a signage system should be implemented at the parking areas north of Bowman Avenue and other locations in downtown, to direct them there. The parking lot directly north of the Amador is the first place patrons are likely to attempt to park, if there are open spaces. A joint use agreement should be negotiated with the operator of the other amenities on the block, once the Amador is in operation.

- Even if the north door to the Amador is not used for an entry to the building, the existing dumpster enclosure should be relocated to provide the required exiting width from the north building exit to the street, and to remove an unsightly and potentially odorous nuisance from the north elevation, which is the first view of the Center that visitors will experience coming from downtown. A location for the enclosure is shown on the preceding Proposed Site Plan at the northwest corner of the north parking lot, but this will need to be coordinated with the requirements of the Las Cruces Utilities Solid Waste Division.
- Discussions should occur as soon as possible to identify potential conflicts between the operation of the surrounding development and the operation of the Amador, specifically the use of the outdoor amphitheater and stage for events with amplification. Depending on the respective events at the amphitheater and at the Amador the proximity of the stage to the Amador building may render it and its outdoor spaces unusable at times. Conversely, there may be occasions where the events can complement each other, although the Amador Event Center's location behind the stage, walled off from the remainder of the block, presents challenges for any shared events. Additionally, the unsightly structure of the stage sign and backdrop will detract from the patio experience, so provisions should be made to screen it. Preliminary resolution of some of these issues may be necessary prior to issuance of a Request for Proposals from potential third party operators.

c. Grading and Drainage

As noted previously, existing street grades and building floor levels do not appear to allow for surface drainage to surrounding streets, and there is little available space for on-site ponding, that would not entirely deprive the Amador Event Center of any usable outdoor space, or have potentially damaging effects on the adobe structure. It is strongly recommended that variances are sought from the city drainage ordinance to allow for direct underground connections to the street storm sewer from area drains at the proposed east side patio and the west side landscaped area. Some detention may be possible at the latter, but this would need an overflow mechanism if the detention level exceeds finished floor level and, since flow lines at the street gutters appear

to be close to, or above, finished floor level, this would preclude the use of a sidewalk culvert. It is recommended that the grade be dropped below finished floor level at adobe walls, where feasible, with a minimum 2% positive slope to the swales or inlets, as far from the building wall as possible. At pedestrian areas required to be accessible, the slope should also be no more than 2%. In order to provide detention at the west side swale, it will be necessary to drop it from its current level, which will likely require a retaining curb or wall along the street sidewalk. It is recommended that the area between the building wall and the swale is constructed with a porous compacted surface, such as stabilized crusher-fines, or pavers set in sand. A landscape strip or flush curb should be constructed along the east edge of the landscaped swale so that a positive 2% slope can be maintained. To prevent water backing up to the building the top of curb elevation would be at or above the top of any detention ponding, which would also be the level of the outflow to the storm sewer or the street.

At the north facade it is proposed to drop the threshold of the north door from the Lobby to the level of the lobby floor, which appears to have been the case historically. This will allow the grade to the west of it, where the historic adobe exterior wall remains, to be at or below finished floor. The grade should slope down to the west so that water is not trapped in this area. In addition it should slope to the north so that it is not trapped between the pilasters, if they are to remain. To the east of the north door the grade would slope up to the level of the existing mechanical room floor (assuming it is to remain at the current level) to allow a level threshold at the proposed mechanical, electrical, and storage room doors. The existing mechanical room floor (which will become the electrical room) is somewhat lower than existing grade and approximately 10” above the Lobby. The existing storage room, which will be divided for a new mechanical room and smaller storage room, is approximately 18” above the Lobby floor, or 8” above the mechanical room. Maintaining a higher grade than the Lobby floor will allow the area to surface drain to the east and the west, since it cannot drain to the north without raising the grade further at the building wall. The proposed infill, wall where the teller station is to be demolished, east of the north Lobby door, is concrete masonry units. Any existing building walls that are retaining, or will become retaining walls, should be reviewed by a structural engineer. Transitions in the sidewalk are shown to be accomplished by slopes of 5% or less to avoid steps or ramps with handrails. The grade will need to slope back down to the new door to Corridor 110 at the east side, which will be at the Lobby floor level. This will require a ramp with handrails.

Detailed design for all the above recommendations is contingent upon confirmation of existing grades on the site, the adjacent development, and at the surrounding streets. Given the vulnerability of the adobe walls to moisture intrusion, the current level of the main finished floor, and the fact that most of the historic first floor is a suspended wood structure resting on grade, a very detailed grading plan will be required to ensure that surface water flows away from the building walls. All existing concrete adjacent to adobe walls at the south and north facades should be removed for a minimum of 12” from the building wall and replaced with a porous material, flush with the surface of any remaining concrete. No new concrete should be poured up against adobe walls.

d. Considerations for Structural Reinforcement and Coordination with Installation of Utilities

Requirements for potential structural upgrades and additional structural assessment are included in Chapter 1.E. Conditions Assessment, and Chapter A. “v. Treatment Recommendations” on page 2.A.4. The schematic floor plans included in this section show the portions of the east and north walls, where the original adobe has been replaced with wood frame, to be rebuilt with steel studs or concrete masonry units. The structural evaluation should determine if this is required and the most

appropriate replacement construction, or if the existing wood stud walls can be effectively reinforced. Since it appears there is only a 4" concrete slab under the north end of the east wall, it may be more effective to replace this portion of the wall entirely, or at least one wythe of the double frame wall, since a new footing will likely be required. The thickness of the original adobe wall should be maintained but retaining a cavity would allow for vertical pathways for utilities and additional thermal insulation.

If additional structural investigations determine that there are unsafe conditions at bearing walls that threaten the structure's stability and must be executed immediately, there needs to be enough design completed on the proposed overall rehabilitation so that new openings are accommodated for windows, doors, ducts etc. which could be installed later. If the design is not advanced enough, it may be preferable be effect repairs with temporary shoring, if feasible, to avoid having to reconfigure new work, or limit future design options.

The replacement of the Lobby floor structure will allow for installation of utilities for the Lobby and potentially to other first floor rooms (as shown in Figure 2.B.17 on page 2.B.21, above). First floor rooms with historic wood floors that have not already been refinished may require the floors to be removed and reinstalled on a new code-compliant structure, but even if this is not required, for structural or code reasons, it may be the only feasible way to install utilities, such as electrical wiring to wall outlets. Likewise, at the first floor south and west rooms, potential structural reinforcement and installation of utilities, such as electrical distribution systems and fire sprinkler systems, may require removal and reinstallation, or replacement, of additional fiberboard panels and batten ceilings. The exceptions would be the pressed metal ceiling in Room 125 and the painted ceiling in Room 119. Alternative ways will need to be found to service these rooms, since removal and reinstallation of these historic ceilings without destroying contributing historic features does not appear possible. As noted previously, the significant slopes on the second floor west rooms may require leveling them from the top side (as had been done prior to the 2021 demolition work), which may provide for distribution of some utilities in the cavity between the original floor and the reinstalled floor. Replacement of the floor structure at Room 202 will also allow for insertion of utilities below it.

The space between the underside of the roof structure and the second floor ceiling structure (the former roof) varies from less than 6" at the east wall to about 3'-0" at the west wall. These distances are increased by about 6" to the roof deck, allowing for a little more clearance for utilities running in the east-west direction, unless blocking is required between the joists. Depending upon what the structural analysis determines, additional vertical or diagonal struts or knee walls may be required between the two structures so that the framing operates like a truss rather than individual joists. If this is the case, consideration should be given to the requirements for utility runs and access to install them. Removal of all, or portions of, the roof deck may be required to provide this access from the top. It is advised that structural improvements are not effected before the requirements and routing for mechanical, electrical, and plumbing distribution systems have been determined, unless emergency repairs are required. If structural work must proceed before exact requirements known, then consolidated pathways for main distribution systems should be identified and locations for branch distribution lines provided a regular intervals that would not require cutting or penetrating structural members.

e. Roofing and Protection from Risk of Temporary Moisture Infiltration

Apart from a leak at the existing second floor mechanical room, which is to be addressed under the West Facade Rehabilitation contract, roof leaks are not evident. However, as noted in the Conditions Assessment, the roof is showing widespread deterioration of the cap sheet and some flashings. The effect of this at the historic building is mitigated by the positive roof slopes that prevent ponding water (except at the aforementioned mechanical room, which is a 1980s addition, and the single story east side additions). It is advised that a roofing specialist or reputable roofing contractor is engaged to assess the roof for measures that can be taken to extend its life until the full building rehabilitation can be undertaken. Any reroofing that occurs before this risks having to be removed to allow for structural modifications to the roof deck, penetrations for utilities, or removal of portions of roof deck for their installation. At the east side additions, significant sections of roof will be removed for new additions and to rectify the poor structural conditions at the north end. Above-deck insulation may also be required, but the amount would need to be determined as part of an overall energy model for the building, which requires that the proposed design is well advanced. Temporary repairs to extend the life of the roof may include application of a topical acrylic coating and sealing flashings that are pulling away from parapets.

f. Window Rehabilitation and Storm Windows

The decision was made to rehabilitate the windows on the west facade, including making the sashes operable and installing weather stripping. This work is ongoing and will be complete by the end of 2022. The windows do not have sufficient depth of glazing rabbet to install insulated glass, and thus the existing single glazing is being retained. As stated in the building code analysis, it appears that the building will not need to meet the current energy code, due to its status as a historic building, which exempts it under the New Mexico Historic Earthen Building Code. However, the need to reduce energy consumption and associated costs and the comfort of building occupants will likely dictate that the building envelope is improved where feasible and historically appropriate. Historically the windows did not have storm screens but did have insect screens. A 1925 photograph shows there were only screens on the first floor windows and the south second floor but none at the west second floor windows. It is likely that they had screens originally, and that the extreme sun exposure on the west side deteriorated them. By 1936 there were screens once again on all windows. In spite of the second floor windows being pairs of casements, the screens had a horizontal muntin, like those at the double hung windows. By 2009 there were no screens but plastic storm windows had been installed.

Since the casement windows open inwards, any screens for them must be mounted on the exterior. Screens could be mounted at the interior at the first floor double hung windows. These would need to be operable or removable to access the window sashes. Storm screens at the exterior would help to protect the rehabilitated window sashes as well as improve their energy performance. Due to the extreme sun exposure of the principal facades, exterior wood screens are likely to deteriorate quickly without constant maintenance. It is recommended, therefore, that screens should be aluminum framed with a color matched finish. They should be operable or removable to allow the windows to be opened. However, there do not appear to be any operable screens available for casement windows. Fixed screens are available that can be removed from the interior at casement windows, which would be the preference for windows on the second floor. If storm windows and screens are installed it is recommended to use a company that specializes in the manufacture of low profile frames, specifically design for historic buildings, that can make the custom sizes and shapes that will be required (such as the radiussed corners at the casements flanking the first floor double hung units).

g. Finishes

Interior Wall, Door, and Miscellaneous Millwork Finishes

Plaster: A variety of plaster wall finishes exists throughout the building, including mud, lime, gypsum, and Portland cement-based mixes. In a few cases these are the wall finish (such as in Room 214), but predominantly they are painted, or have remnants of a wallpaper finish or other covering. Where the plaster is mainly intact, repairs can be made with a plaster type matching the top coat, except for Portland-cement based plaster at the interior of exterior walls. Analysis of the plaster composition at each wall surface should be undertaken so that any patching and repairs are compatible in strength to the existing. Where there is obvious deterioration of the adobe substrate, plaster should be removed to sound adobe, so that the substrate can be repaired. At exterior walls it is advised to remove Portland cement-based plaster and replace it with a more porous, breathable mix, and to ensure that the underlying adobes are not deteriorated.

Wallpaper: It is likely that the walls of most of the primary rooms on the first floor were partially or fully wallpapered, in addition to the Lobby, where significant remnants of wallpaper exist today and which can be seen in historic photographs. Although no photographs have been found of other rooms on the first floor, taken prior to 1946, photographs of the interior of the Amador family home (Casa de Jardin) are likely an indication of the original appearance of to the interiors at the hotel. Extensive remnants of wallpaper were also found at second floor rooms, although there are some walls between former guest rooms at the west side that appear to have never been wallpapered and remain painted vertical tongue and grooved boards. Wallpaper appears to have been reapplied through the years, possibly as late as the 1950s or 60s at some of the 2nd floor rooms. Custom, or similar pattern reproduction wallpaper may be available to match remnants found, although the flocked or embossed wallpaper in the Lobby may be difficult to reproduce. The cost of obtaining reproduction wallpaper and its ongoing upkeep may preclude application to entire rooms. In addition, this may not be appropriate for the adaptive reuse. It is recommended that accent walls in selected rooms are wallpapered. More research is required to determine the advisability of applying wallpaper directly over mud plaster. In the main lobby it appears wallpaper was adhered to a thin coat of lime plaster over the mud, areas of which remain intact after over 100 years. However, there are also large areas that have delaminated or where the plaster has detached from the wall.

Paint: Samples of paint finishes at window frames were submitted for microscopic analysis by David Arbogast, Preservation Conservator, to determine appropriate colors for window frame rehabilitation at the west facade. However, no analysis has been undertaken of paint at interior walls, doors, or miscellaneous millwork, except the visual analysis performed by Jean Fulton during plaster layer analysis at Room 125 in 2008. Various paint layers are also evident, such as above ceilings where board and batten ceilings were installed later, and where paint has chipped off, such as at the second floor wainscot. It is recommended that additional paint layer analysis is undertaken at these elements. Since this project is being undertaken under the Rehabilitation Standard, the intent is not to create a restoration of previous finishes at a certain time period, but to determine a color palette that would have similar characteristics in hue, saturation and surface finish to the paints used prior to 1946, to the extent these can be determined. While modern paint formulations will likely need to be used, to reduce the cost and complexity of maintenance, selected paints should have high permeability to reduce the likelihood of trapped moisture and allow the substrate to breathe.

Floor Finishes

The majority of first floor rooms have old growth the white oak flooring that was installed prior to 1934. Much of it is intact. The east and remaining portions of the south balcony floors are also of this material. At the lobby the floor, including the inlaid medallions and borders, has been removed and stored. Rooms 116, 122, and 123 are concrete slab on grade. The oak floor in Rooms 102, 103, and 125 have recently been refinished, indicating that remaining floors of this type can be successfully refinished. The finish used was a water-based polyurethane, and the finish at remaining floors should match this finish. While an oil or wax finish was likely used historically, the hard-wearing properties of polyurethane would be more appropriate and require less maintenance than wax finishes. Some areas of oak flooring will require replacement or supplemental material, where it is missing, and should be matched with a similar species and cut (rift sawn white oak). The west balcony floor is pine tongue and grooved boards. It should be evaluated for its ability to be refinished. It appears to have been painted or stained at one time, or possibly waxed. The south balcony oak flooring has significant missing areas and will need to be supplemented. The proposal to level the slope on this balcony will require the removal and reinstallation of any remaining oak flooring, prior to refinishing.

Installing a wood floor over the concrete floors in historic spaces is likely inadvisable, due to potential moisture migration through the concrete slab and the additional height this would add to the floor,. heavily patterned carpets covering most of the floor appear in photographs ca 1905-1910 of the Casa de Jardin. The 1946 photograph of Room 121 at the Amador shows smaller “Persian” throw rugs over the wood floors.

A neutral toned carpet may be the most appropriate finish for these floors, both for the requirements of the reuse, and their ability to be maintained.

Ceiling Finishes

Board and Batten Ceilings: Except at Room 122, where remaining portions of the ceiling were removed and stored, the first floor fiberboard and batten ceilings and coffer beams, where applicable, are mostly intact. Except at Rooms 125 and 119, with pressed metal ceiling and hand-painted ceilings respectively, portions of ceilings will need to be removed for installation of new utilities. Areas where boards, battens, and/or coffer beams are missing shall be replaced with matching material. The suspension systems at all ceilings will likely need to be reinforced or possibly replaced to ensure that they are stable. Any new equipment that could impose additional loads on the ceiling system should be independently supported from the structure.

The pressed metal ceiling in Room 125 is in good condition and does not appear to need any repairs. The previous paint colors should be investigated through paint layer analysis. It is possible that the original ceiling was unpainted, however removing the paint at this point may damage theunderlying surface and is not advised. It appears likely that the current gold color is a more recent intervention. The hand-painted ceiling in room 119 should be retained and protected until the full building rehabilitation is complete and should be reviewed by an art conservator to determine if conservation measures are required.

Painted Dimensional Lumber Structure:

As with paint for walls, doors, and miscellaneous millwork, additional paint layer analysis should be performed at the painted structure at the high ceiling over the Lobby, under the balconies, and at the second floor west rooms. These are currently mostly off-white or cream at the high ceiling, except at the east side over the south balcony, which is a beige color, and blue under the balconies and over the second floor west rooms, except at some of the west second floor rooms and the north end under the east balcony, where they range from green to a grey-brown color.

h. New HVAC Systems

This section is intended to supplement the findings and recommendations for HVAC systems included in the Conditions Assessment and the Preservation Objectives and Guidelines sections. The system proposed by RBM Engineering for HVAC was reviewed by Geno Higgins P.E., of Albuquerque, considering new information revealed from the selective demolition and development of updated proposed floor plans. Demolition work confirmed potential pathways for distribution systems, such as the cavity between the two roof systems. Mr. Higgins formerly worked for Bridgers & Paxton Engineers, from Albuquerque, which undertook the review of the existing systems in 2009.

Mr. Higgins developed a revised conceptual HVAC plan, with a variable refrigerant flow (VRF) system, similar to the multi-zone mini-split system proposed by RBM Engineering, in that they use the same technology to provide heating and cooling by means of an outdoor condensing unit that provides a varying amount of refrigerant depending upon the demand at the indoor unit. VRF systems are usually intended for commercial use. The single or multi-zone mini-split systems are used for smaller commercial buildings and the demands at the Amador may allow it to use either system. However the VRF systems have a number of important differences from the single-zone or multi-zone mini-split systems:

- They allow heating and cooling at the same time to different parts of the building, depending on their specific demands.
- They have a single pair of refrigerant lines with a single condensate line that branch to individual indoor units as opposed to separate pairs of lines to each indoor unit running back to the outdoor unit.
- Each outdoor unit can serve more indoor units whereas the multi-zone mini-split units are usually limited to about 5 indoor units.
- The length of refrigerant lines can be longer, which would allow outdoor units to be placed on the roofs of the non-contributing additions rather than the roof of the historic structure or on the ground next of the building, where they would be visible.

The first difference is beneficial at the Amador, given the long narrow footprint, north-south orientation, varying room sizes and varying uses, which could result in significant differences in demand that would require simultaneous heating and cooling. The second difference is perhaps more important because it will significantly reduce the number and size of penetrations through walls and the space taken up by the refrigerant piping. The last two differences are important for reducing the number of outdoor units and limiting their location to non-historic roofs where they could be screened. It should be noted that the units for VRF systems are usually larger and so will likely require screening.

The second difference in the currently proposed system is to use a gas-fired air-handler with a condenser to provide heating, cooling, and ventilation to the lobby, rather than the ducted ventilation only system proposed in the conditions assessment, which recommended multi-zone mini-split units for heating and cooling. There are no ceiling spaces in which to conceal the indoor ceiling cassettes in the lobby except at the high ceiling, which would require the use of exposed wall units. Ceiling cassettes at the high ceiling would not be sufficient to condition the lower level of the lobby and exposed wall units would not be acceptable in this important character-defining space.

As the floor plans have been further developed since the original proposal by Mr. Higgins, the layouts have been superimposed on the current plan by Jonathan Craig and adjusted accordingly. These updated plans are shown on the following pages, Figure 2.B.26 on page 2.B.50 and Figure 2.B.26 on page 2.B.50. Although detailed engineering will be required to determine the most appropriate systems and ultimate sizing and

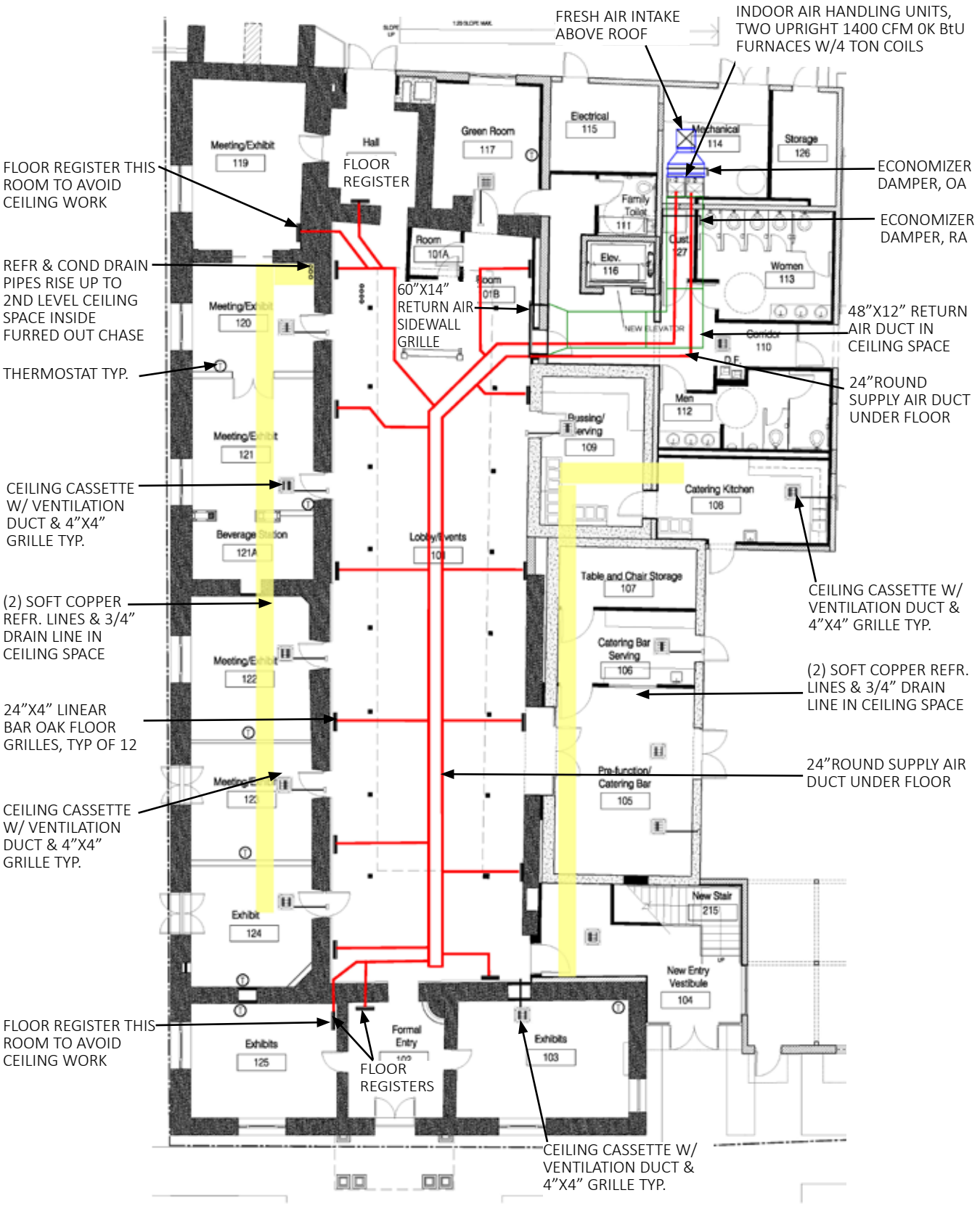


Figure 2.B.25.- 1st Floor Schematic HVAC Plan for combination variable refrigerant flow heat pump system and under floor forced air. Jonathan S. Craig Architect LLC adapted from preliminary plan by Geno Higgins P.E.

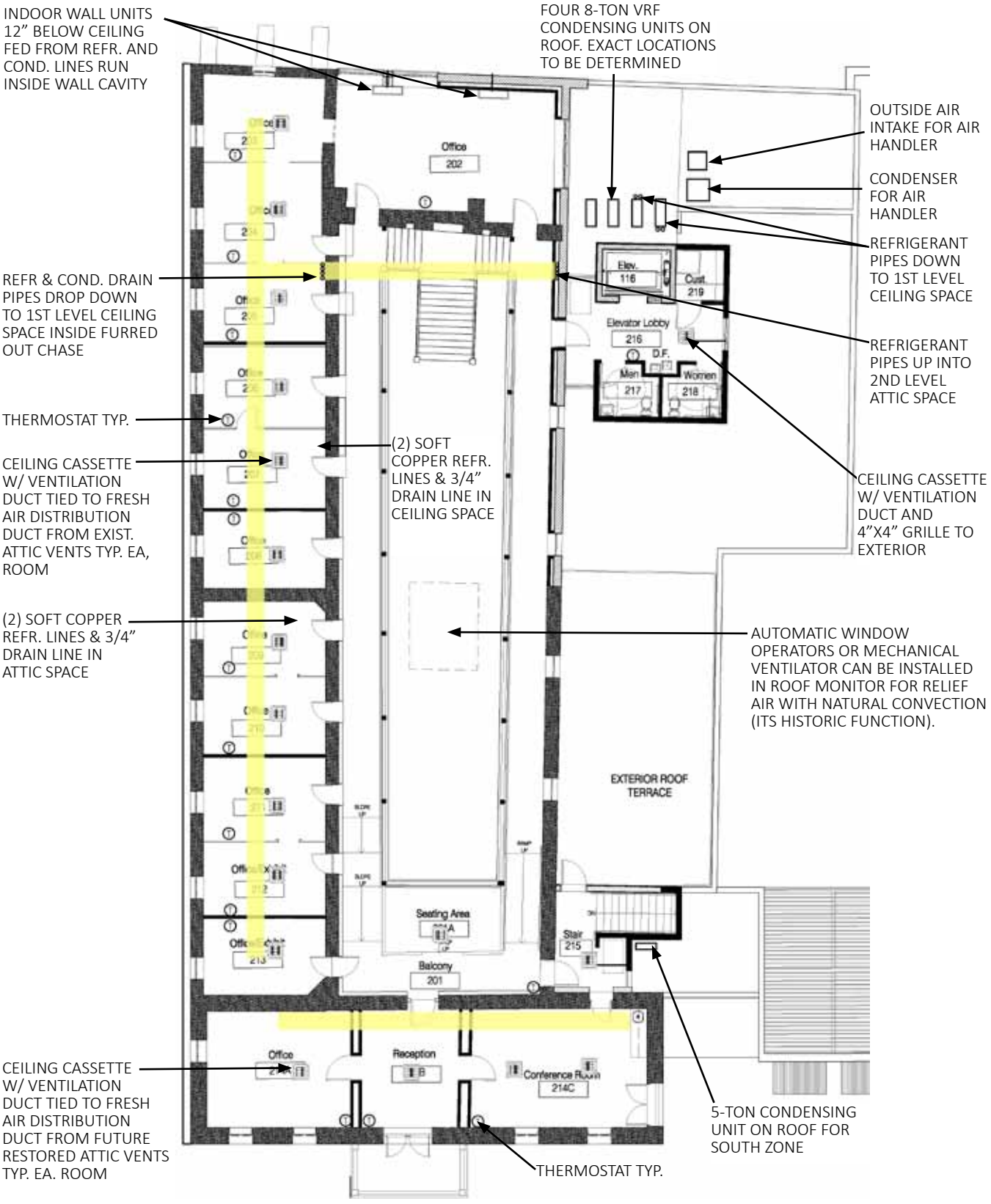


Figure 2.B.26.- 2nd Floor Schematic HVAC Plan for combination variable refrigerant flow heat pump system and under floor forced air. Jonathan S. Craig Architect LLC adapted from preliminary plan by Geno Higgins P.E.

layout for them, these layouts show issues to be taken into consideration along with preliminary equipment sizing to determine the potential impacts on the historic structure. The system would consist of the following components:

- First floor Lobby, Room 101: An indoor air-handler in the proposed mechanical Room 115 feeds a main 24" round supply duct below the concrete floor of Custodian, Room 127, and Corridor, Room 110, which transitions to a 24" diameter main distribution duct below the lobby floor with secondary distribution ducts serving approximately seven floor registers distributed along the east and west lobby walls. Each register would be approximately 24" long x 4" wide. Laser-cut, white oak register covers are available in this size to minimize the intrusiveness of the registers. Most of the concrete slab at the north end of the 1980s additions will need to be demolished anyway for installation of the elevator and toilet room plumbing, so the underfloor duct to the lobby could be accommodated in that work. The air-handler system consists of gas fired, forced air heating with cooling from a roof- or ground-mounted condenser (feeding a transfer coil), measuring approximately 4'x4'x4'. The condenser could potentially be located on the mechanical room roof if there is sufficient structural support. Since this roof structure will need to be replaced anyway, sufficient support could be provided. The indoor air handler will require a louver in an exterior wall approximately 5'x3' or a roof opening approximately 3'x3' for a roof air intake. The air handler will provide sufficient capacity for ventilation of all spaces connected to the lobby on the south, west, and north sides, with transfer openings from the Lobby to the rooms (see below).
- First floor rooms south, west, and north sides Lobby 101: Most rooms would be heated and cooled by Variable Refrigerant Flow (VRF) ceiling cassettes. Refrigerant lines could be run above the board and batten ceilings, or below the suspended wood floors (particularly if significant areas of existing historic hardwood flooring were being removed and reinstalled for structural or other reasons). Small fresh air ventilation ducts (approximately 4" diameter) from each VRF unit would be connected to 4" square transfer grills through the adobe wall to the lobby. Since the historic painted ceiling in Room 119 and the pressed metal ceiling in Room 125 should not be disturbed or penetrated, these would be served by the lobby HVAC system with floor registers. It is acknowledged that installing these ducts to registers in these two rooms may require removing more of the already-refinished oak flooring than that required for the register itself, which may not be appropriate, and more study is required. Return air from these rooms would need to be accomplished by transfer grilles through the adobe walls to Rooms 118 and the lobby (or Room 102) respectively. A ceiling cassette is shown in Room 103. The VRF units for the 1st floor would be served by an outdoor condenser unit, which could be roof-mounted or ground mounted. Potential locations include ground-mounted along the north wall of the building or on the roof of the single-story additions at the east (as shown on the included layouts), clear of the proposed elevator addition and the former bank vaults. The unit will have an approximate size of 18"L x 6"W x 60"H. The cassette in Room 103 would be most appropriately served by the outside unit serving the east side additions and the new southeast entry lobby, Room 104. The distance from the condenser to the last indoor unit should be 200' or less (depending on where the first branch occurs.) The line lengths should preferably be kept as short as possible.
- Second floor rooms south, west and north sides of Balcony 201: These rooms could similarly be served by either VRF ceiling cassettes between the lower wood ceiling and the upper roof deck (with clearance varying from about 3'-6" to 12") or VRF

ducted floor units in the space above the first-floor ceilings, depending on available clearance. Fresh air ducts could be run to roof-mounted goosenecks or the restored attic wall vents that will be part of the façade renovations. If ducted floor units are used these would likely need to be tied into the lobby ventilation system similarly to the 1st floor rooms, and the air handler sized accordingly. This might be due to the distance of the three south rooms (214A, B and C) from the preferred locations for the condenser units, a separate roof-mounted condenser may be appropriate to serve these rooms. The roof at this location is better screened from surrounding properties, so they would be less noticeable that on the main roof of the historic building. Room 202 at the north end of the balcony does not have the same roof system as at the west and south, without adequate clearance or access between the ceiling and the roof structure, so a ducted floor unit or a wall-mounted indoor unit may be the only option at this room. Since this floor requires reconstruction anyway, the former may be the most appropriate.

i. Automatic Fire Suppression Systems

While it is possible that the rehabilitation could be accomplished without the addition of an automatic fire suppression system, the fire separations that would be required by the building code to achieve this are likely to be more intrusive on the historic fabric than installing an automatic fire sprinkler system. Other benefits provided in the codes by the installation of automatic fire suppression systems include reduced emergency widths of emergency exits, longer exiting paths, and reduced fire separation requirements between occupancies, even where required by other sections of the code. However most fire suppression systems are problematic in historic adobe structures because the act of putting out the fire would likely destroy the structure. The systems are designed for saving lives rather than structures.

Systems that are designed to minimize structural damage include high and low pressure mist systems and dry-pipe systems. The former is a specialty system that uses a fine mist of water instead of a jet, which both raises the humidity level and deprives the fire of oxygen. As the mist turns to steam it further deprives the fire of oxygen. Since it uses much less water than a conventional sprinkler system, it is an appropriate system for museums and in situations where preserving the structure and contents is a consideration, in addition to saving lives. Unfortunately, it appears that installers of such systems are only to be found in large metropolitan areas, mostly on the East and West Coasts, although there may be installers in Texas. When the largest automatic sprinkler installer in the state was contacted about these systems they had not only never installed such a system but were not aware of it. As the system is more widely used it may become available in the state. An additional consideration is that they require a high level of maintenance, the expertise for which may also be difficult to find and would be costly.

Dry pipe and pre-action systems may be a feasible alternative to a conventional wet-pipe system. A dry pipe sprinkler system is one in which pipes are filled with pressurized air or nitrogen, rather than water. This air holds a remote valve, known as a dry pipe valve, in a closed position. Located in a heated space, the dry-pipe valve prevents water from entering the pipe until a fire causes one or more sprinklers to operate. Once this happens, the air escapes and the dry pipe valve releases. Water then enters the pipe, flowing through open sprinklers onto the fire . A pre-action system is similar to a standard dry-pipe system but requires dual action for water release: The pre-action valve must operate and sprinkler heads must fuse. This feature provides an added level of protection against inadvertent discharge. For this reason, pre-action systems are frequently employed in water sensitive environments such as archival vaults, fine art storage rooms, rare book libraries and computer centers.

Both types of dry-pipe system are more complex than a conventional wet-pipe system, and thus more costly to install and maintain. They also have area limitations to which they can be applied, are more difficult to expand, and require more space for head end equipment. Their advantage for reduced damage from accidental leaks would not always be significant, such as that resulting from impact damage, where only a slight discharge delay of about one minute is achieved, while air in the piping is released, and before water flows.

It is recommended that a detailed evaluation of all potential systems for the Amador rehabilitation is conducted by a fire safety engineer, so that a recommendation for the most appropriate system can be made, based on a complete understanding of the advantages, disadvantages, first costs, and maintenance costs of potential systems. The assessment should include enough engineering and design to determine the space requirements for distribution lines and head-end equipment as well as likely water volume and pressure demands, and the capacity of the existing main water service to support these. The evaluation should also determine the relative impacts on the historic structure of system installation.

j. Fire Alarm Systems

Whether or not a fire alarm system is required by the building official, installation of a fire detection system in the building that can be remotely monitored will be important for protecting this historic resource. Installation of an all-new electrical system should reduce the possibilities of electrical fires starting in concealed spaces, but the large number of concealed spaces within combustible construction poses significant fire risks to the historic building. Even if a fire alarm system is required, it is recommended that early aspirating smoke detectors are installed in the roof cavity and in the ceiling cavities above first floor rooms, even if not specifically required under the code.

k. Additional Energy-Saving Improvements

As many energy-saving improvements should be made as possible without damaging historic fabric or the potential of trapping moisture and condensation inside adobe walls. In addition to potentially installing storm windows and reconditioning the existing windows with weather stripping, roof insulation can be improved. The cavity between the original and current roofs provides the opportunity to install a blown-in insulation such as cellulose. Encapsulating insulations that bond to historic fabric, such as polyurethane or icynene foam should not be used. Application of board insulation under the new roofing would be an alternative, or could be used in addition, provided it does not significantly change the roofline and there is sufficient parapet height for flashings.

Although application of insulation to adobe walls is inappropriate, it can be installed at the east and north frame walls, or construction that may replace them, if this is required following structural review. If they are replaced with either frame or concrete masonry units, the thickness required to match the adobe should provide ample space for a cavity that can be filled with insulation. In the 1980s non-contributing additions and the proposed new additions, the construction must meet the currently adopted International Energy Conservation Code. This would likely require installation of continuous exterior insulation to the existing CMU and concrete walls. All new HVAC equipment must also meet the currently adopted energy code.

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2.C. REHABILITATION PRIORITIES AND BUDGET

i. Immediate Priorities

a. Interim Protection of the Property

Securing the building from vandalism and other unauthorized entry and from potential fire risk is a top priority when the building is vacant prior to full rehabilitation. There have already been incidents of people breaking into the property, which included damage to one of the south first floor windows and to furniture that was being stored in the building. In order to protect the historic structure and the substantial investment of funds that have already been expended on the property all possible measures should be taken to protect it until a full rehabilitation is complete and permanent security and fire detection systems can be installed.

The following measures are underway as part of the West Facade Rehabilitation project:

- A chain link fence has been installed around the east and west sides of the building.
- Plywood panels are to be installed at all first floor windows to protect the rehabilitated windows and new doors and windows from vandalism and prevent unauthorized entry. These shall be installed so as not to damage the windows in accordance with NPS Preservation Brief #31, “Mothballing Historic Buildings”.
- A CCTV camera system is to be installed. The exact nature of this system is still under discussion.
- Replacement of east temporary door with a secure door.
- Installation of temporary intrusion and fire alarm/ detection systems

Additional items that are strongly recommended include:

- Undertake regular patrols of both the interior and exterior of the property to determine potential vandalism and moisture intrusion from leaks, and to view roof condition (2-3 times a week)
- Install of temporary lighting around the facility, particularly on the east side where it is shielded from view and not close to street lights.

b. LIDAR Scanning and Documentation of As-Built Conditions

Before any more detailed design work occurs, and preferably before, or concurrently with additional assessment activities, accurate dimensional drawings of the building should be produced. Current drawings have been developed from many different sources with some selective field verification, but it is known that they are not entirely dimensionally accurate, even though they serve the purpose for documentation of existing elements required by this HSR.

Preliminary LIDAR (Light Detection and Ranging) scans were undertaken by the City of Las Cruces surveying division in 2019. The scans were not complete and had only partially been converted to usable vector drawings in Autodesk AutoCAD. They covered some of the exterior, the interior of the Lobby, and of some of the first floor rooms. Except for some of the balcony, they did not cover rooms on the second floor or any of the 1980s additions. Additionally, the scans were done before the 2021 selective demolition work, so wood furring and some mechanical and electrical equipment had not been removed and none of the historic fabric had been uncovered at second floor rooms. The scans showed that the current drawings do not accurately reflect the irregular footprint, confirming the need for a new scan of the post-2021 demolition conditions . The scan files from the city would be available to incorporate into a new scan, if necessary. The scan should preferably be performed after completion of the work at the west facade. The scan should be performed by a professional experienced in documenting historic buildings that can undertake the manual verification and coordination

required to produce a digital model compatible with the rehabilitation design team's software.

c. Structural Analyses Update, Additional Building Code Analysis, and Potential Schematic Design Revisions

Now that more of the building structure is visible and the schematic plans for the building and its uses are more developed, the previous structural engineering assessment should be updated with emphasis on those systems discussed in the Conditions Assessment. This work should be carried out in conjunction with additional building code analysis, and the beginning of a dialog with the Code Official (CID) for acceptance of the approach and identification of code requirements that may not be technically feasible to meet without destroying historic features. The City of Las Cruces is currently in negotiations with an Historic Architect, approved by the NMHPD, who will provide the necessary structural engineering consultants and the aforementioned LIDAR scanning within its scope of work.

Structural items to assess include but are not necessarily limited to the following:

- Identify any conditions that may be deemed ***dangerous*** by the Code Official under paragraph 1206.2 of the IEBC and would be required to be remedied.
- Review the east wall of the Lobby and the north exterior wall to determine their stability and suitability for the proposed rehabilitation and uses.
- Review the balcony structure, including the column and beam system, for its ability to support proposed floor loads and roof loads.
- Determine if any existing floors may require acceptance by the Code Official under paragraph 1206.1, Exception 1, of the IEBC to avoid potential damage to historic features. This may include first floor rooms off the Lobby, balcony floors, and those at second floor rooms.
- Review proposed changes of use and anticipated additional superimposed gravity and seismic loads that exceed the amounts allowed in paragraph 1007 of the IEBC. Determine the nature of any required upgrades and their impact on historic features.
- Review the roof and ceiling structures to determine their stability and ability to support anticipated loads and evaluate the potential impact on historic features of potential corrective measures.

The following additional building code analysis and preliminary negotiations with the Building Code Official should occur:

- Review, update, and expand upon the building code analysis in this HSR and prepare a report, described in Chapter 12, paragraph 1201.2 of the IEBC, for submission to the code official. Undertake a Performance Method analysis if this is feasible and deemed necessary.
- Identify code compliance issues that may require a finding of adverse effect by the SHPO.
- Convene a meeting with the code official (CID) to discuss the code approach and findings and any important items that may require a discretionary decision by the official, where the letter of the code cannot be met because of technical infeasibility and/or damage to historically significant features.

Once a determination has been made about the scope of structural modifications required, and the direction of the building code analysis and its possible effects on the historic fabric are known, modifications to the schematic plans should be made. It is also important that the building operation is clarified and the adequacy of the plan to accommodate it. This would include determining the requirements for the catering kitchen, for second floor office spaces, including which rooms on the west side of the second floor should be combined, and security issues between the office tenant spaces and the event space, and the nature and requirements of any planned exhibit spaces.

ii. Rehabilitation Design, Construction, and Additional Follow-up Tasks

a. Design Development

Following the additional structural investigations, expanded building code analysis, consultations with the Building Official, and any plan revisions required as a result, it is recommended that the design development phase for the project proceed as quickly as possible if funding is available. This will allow the project to be better defined, and for preliminary civil, structural, mechanical, electrical, and plumbing engineering, with development of options for potential construction phasing, and of a better defined and more reliable project budget.

b. Phased Construction

Without the information that will need to be developed as part of the design development phase it is not possible to determine feasible construction phasing. The only potential package that could proceed ahead of that work is rehabilitation of the south facade, similar to the work being undertaken at the west facade. Since this work includes reconstruction of the portico, it will require detailed design drawings and construction documents, including structural design, and rough-ins for lighting. It should thus be undertaken by the design team that is selected for the final rehabilitation. Like all other work on the building, it will need to be approved by the New Mexico Historic Preservation Division. It is not recommended to undertake further rehabilitation of interior finishes, such as that which has been performed by the Amador Hotel Foundation, prior to structural work and installation of MEP distribution infrastructure inside the building, because the work may be damaged and require patching or possibly total replacement.

Additional phased construction packages that could be investigated by the rehabilitation design team may include installation of site utilities and structural reinforcement work.

c. Procurement of Construction Contracting Services and Construction Logistics

The construction logistics for the rehabilitation work will be complex. This will require the services of contractors with experience in the rehabilitation of historic buildings and the capacity to organize and manage such a project. In fact the logistics may influence the design strategies, such as the structural reinforcing systems chosen and the way in which building services are distributed throughout the building. For this reason it would be very beneficial to have a contractor involved in the design process, who will be able to advise on construction feasibility and assist in generating more reliable estimates. Much of the cost of the project will be driven by construction logistics and efficiency of the construction process. Resolving some of the logistical challenges before construction begins will not only provide a more reliable project budget and reduce potential large change orders, but will also reduce the likelihood of potential unintentional damage to the historic structure, such as may result from leaving historic fabric open to the elements or otherwise being damaged by construction operations.

Alternate methods of procurement of the construction contractor to the traditional design, bid, build process should be investigated, such as a Construction Manager-at-Risk (CMAR) agreement, which would allow the input of a contractor during the design process.

d. Additional Follow-up Tasks

Topographic Survey: A topographic survey of the site and a sufficient area of the surrounding properties should be performed that also accurately locates building corners and other existing elements in proximity to the building.

Geotechnical Investigation: The structural engineer for the rehabilitation design team should review the geotechnical investigation performed for the surrounding commercial development to determine if a new investigation should be performed.

Paint layer analysis: Paint layer analysis was performed on the west facade window frames and is included in the appendices. Additional analysis is recommended of interior finishes to determine appropriate colors for the rehabilitation work.

Wall plaster analysis: Further analysis of wall plasters may be required to determine appropriate plaster systems for the rehabilitation.

Archaeological services: Requirements for archaeological services should be confirmed with NMHPD, but are advised for excavations required below the lobby floor or for new footings for building additions or other new bearing walls. Much of the site around the building has already been significantly disturbed by construction projects since 1969, and may not warrant monitoring or additional assessment, but it is recommended to consult an archaeologist to make the assessment of what is appropriate.

Conservation of painted ceiling: The ceiling in Room 119 that was painted by Corina Amador has been covered by plastic sheeting since the Foundation started their work in the room. It has not been removed to assess the condition of the work for this HSR. It is recommended that an art conservator undertake an assessment of the work to determine what, if any, conservation measures are advisable.

Updating and Resubmittal of National Register Nomination: The Amador Hotel is currently only listed on the State Register of Cultural Properties. Listing it on the National Register of Historic Places is important, not only to recognize its unique place in the history of Las Cruces and of New Mexico, but also its importance in the history of the borderlands, which was shaped by national events, such as the Treaty of Guadalupe Hidalgo. These events created the conditions for Martín Amador's rise to prominence in the community and his ability to conceive such an ambitious undertaking as the Amador Hotel, among his many other successful business ventures. Most importantly, National Register listing will add another layer of protection to the building and open up potential funding for its rehabilitation through national and state grants and private sources. It is recommended that funds are allocated for the update to the nomination, as this will require a significant amount of additional work to reflect the information that has been gathered since the initial application in 2014, and that is included in this HSR.

Market Analysis and Procurement of a Facility Operator: The 2009 Reuse Plan recommended undertaking a market analysis for the proposed uses at that time. It is still important to undertake such an analysis for the currently intended uses to determine demand for the Event Center and for the leased office space. This is particularly important to determine requirements to accommodate potential events and tenants, so that the rehabilitation plan can be developed to respond to them. Also important, is determining the specifics for the management and operation of the building and beginning the process of hiring an operator. The sequence and timing of these two activities needs more clarification, however, there may be some immediate implications from them related to the building code, the resolution of which may require the development of an operations manual. It is expected that alternative compliance to the strict application of the building code will be required. This will likely include operational controls such as limiting the occupant load of the main lobby to less than 300 people. It may also need to include other operational controls, specifically to control and limit access to the second level balconies from events in the lobby, so they are not used for assembly purposes and overloaded as a result. The inability to close off the main stair, both to retain the historic character of the space and to maintain two required emergency exits from the second floor, poses some unique operational issues. The Building Code Official may accept operational controls to resolve them and to issue a Certificate of Occupancy, provided that these controls are specified in an Operations Manual. These controls may affect the overall operation of the building.

iii. Budget Opinion of Probable Project Costs

a. Basis of Budget and Limitations:

The opinion of probable project costs in this section has been prepared for budgeting purposes and for procuring funds for the building rehabilitation. The proposed plans that have been developed as part of this report are the basis of this opinion, but are at the conceptual/schematic level and do not represent construction documents. Thus many items could change once the final construction documents are developed, which could result in significant differences between this opinion and the final construction cost estimate. Structural, civil, mechanical, and electrical engineering has not been undertaken for the proposed design, so assumptions made regarding the costs for these systems are based on systems for similar projects and the professional judgement of the report author and consulting design professionals. Detailed design and engineering assessments may change the assumptions for this budget and the corresponding costs for building systems.

The plans and elevations upon which this budget is based have received approval from the New Mexico Historic Preservation Division. However, approval by NMHPD of detailed design and construction documents for the full rehabilitation of the building and implementation of the Historic Structure Report recommendations will be required before a final opinion of construction cost can be developed and the project can be released for bid for construction. Conditions required by future approvals by the Historic Preservation Division may also change the cost assumptions of this budget.

Building code requirements for historic buildings are complex and their interpretation and enforcement rely in large part on the discretion of the Building Official (the Construction Industries Division). Meetings and negotiations with the Building Official have not yet occurred as of the date of this report. Determinations of the Building Official may change the assumptions and costs in this budget.

Recent selective demolition work has revealed extant historic fabric and building structural conditions that were not previously known. The budget has attempted to incorporate work that would be affected by these revelations, but additional assessments recommended in this report may change or better define rehabilitation strategies and have corresponding impacts on the budget. This includes additional detailed structural engineering assessments.

The plan upon which this budget is based has been developed from preliminary discussions with staff from the City of Las Cruces Public Works and Economic Development Departments. An operational plan has not yet been developed for the reuse nor has an operator been selected. When these occur, modifications to the proposed plans may be required, which may affect the assumptions in this budget and the corresponding costs.

Unit costs and recommended percentages, for such items as overhead and profit, are taken from the R.J. Means Commercial Renovation Cost publication and from consultation with Jon Balis, principal of Balis and Company, Estimators, of Albuquerque, in addition to online resources.

b. Budget Assumptions:

The project budget is based on the following assumptions ,which are referenced in the budget summary that follows:

1. The budget is developed assuming a conventional Design, Bid, Build procurement process. Other forms of contract and procurement, such as Design-Build or Construction Manager-at-Risk, may cost more but may improve quality control and reduce the amount of contingency funds that are carried throughout the project. Given the specialized nature of the project it is

recommended that whatever procurement method is used, selection of the construction contractor and specialty subcontractors is based on a combination of qualifications and price, rather than on price alone. While this may cost more initially it may also reduce the final cost of the project and the risks to the City of Las Cruces from poorly executed work.

2. Portions of the east and north adobe walls of the historic structure were replaced in the 1970s bank renovations with wood stud walls. The structural sufficiency of these walls appears marginal. The budget assumes that these walls will be replaced with concrete masonry walls and includes an allowance for temporary shoring.

3. The roof structure over the historic building that was recently revealed with selective demolition appears to be inadequate. The budget assumes that the existing roof deck will be removed, and the roof structure reinforced or replaced, but the precise requirements for replacement are not known.

4. The columns at the first floor of the main lobby of the historic structure were replaced in a previous emergency repair project. However, no work was done to the structure that is supported by these columns, including the balcony floors and second floor roof support columns and beams. The estimate includes allowances for reinforcement of these elements, but the nature of these repairs will not be known without the detailed engineering design that will be part of the rehabilitation design. An allowance is included for temporary shoring.

5. Allowances are included for repairs to underlying adobe walls that are currently covered by plaster or stucco. The allowances are based on the bid costs for the West Façade Rehabilitation, currently underway, with some modification for the larger project that these will likely be a part of. The West Facade Rehabilitation project is on-going. Final costs are not yet known, or if they will be generally representative of expected costs for future rehabilitation of other facades.

6. The budget assumes the removal, reinstallation, and repair of all the historic fiberboard and batten coffered ceilings in the first-floor rooms west of the main Lobby (Room 101), except Room 119, to allow for installation of utilities and potential repairs to the second-floor structure.

7. The budget assumes removal, levelling, and reinstallation of the historic wood balcony floors to provide accessibility for wheelchairs and code compliant egress routes.

8. The budget includes removal, levelling, and reinstallation of historic wood floors in 5 rooms off the west balcony that currently have extreme slopes on them.

9. The budget assumes dismantling, reinforcing, and reinstalling the main stairs, including handrails, in the main Lobby so that they are level and will meet loading requirements for egress.

10. The remaining older pine floors in the lobby will be removed, the grade below excavated, and a new floor structure installed for reinstallation of the historic oak floors recently removed and saved in the selective demolition work. This will allow for strengthening the floor structure to meet building code requirements for assembly loads and installation of utilities and HVAC systems below the floor.

11. Recent demolition work revealed that the floor structure at the 2nd floor north Room 202 is unstable and will most likely require total replacement. The budget includes this and shoring to support remaining structural elements during replacement.

12. Recent demolition work revealed that the existing wood framed portions of the roof structure over the 1970s additions appear to be structurally inadequate. The budget includes costs for its removal and replacement with steel joists and deck.

13. The addition of the toilets at the second floor of the elevator addition will require the removal and replacement of the steel joist and composite concrete/steel deck over a portion of the 1970s additions to lower the structure to the level of the existing second floor level. An opinion for these costs has been included in the budget.

14. The budget assumes that screen doors will be installed at two rooms each on the west side on the first and second floors to restore part of the original passive cooling system but that screen doors would not be practical for all rooms.

15. The budget includes installation of a dry, pre-action fire suppression system throughout the building. It is likely that this will be a requirement to meet building code requirements and will provide protection of the historic structure. Given the challenges of installing fire suppression systems in historic buildings, the cost of these systems could be highly variable. It is recommended to consult a fire suppression professional and contractors or a Construction Manager to develop final cost estimates.

16. Utility extension costs (domestic water, fire line, gas, and wastewater) have been estimated based on connections to Amador Avenue. Costs will not be known until a formal request is made to utility providers (including Las Cruces Utilities) when the rehabilitation design is further developed. Secondary electric service is assumed to be coming from the transformer at the NW corner of the building and does not include any upgrades to the existing transformer.

17. The budget does not include any costs for a new dumpster enclosure or receptacle. However, it is strongly recommended that this is relocated further from the historic structure to reduce its visual impact and allow the required exit width from the building to the public way.

18. The construction cost budget includes all overhead, profit, and general conditions costs for the general contractor.

19. A 15% contingency line item is included to address potential unknown additional structural and building code requirements etc. and design changes required for the reuse when building operations are better defined.

20. An additional contingency of 15% is included for potential changes arising during construction. This contingency is typical for complex rehabilitation projects involving historic buildings.

21. Line-item allowances and costs are included for owner costs outside of the construction contract required to complete the rehabilitation and for building occupancy, including professional restoration of Corina Amador's historic painted ceiling in the former dining room (Room 119), installation of a replica roof-mounted neon building sign (an

allowance for structural support for the sign is included in the construction cost), limited asbestos abatement, water and wastewater impact fees, furnishings and equipment, and design professional fees.

22. The budget costs were originally prepared in June 2021. Minor adjustments have been made to specific items in that budget, but a complete update has not been undertaken. It is assumed that the project is unlikely to bid before mid-2024, and thus the 2021 costs are compounded annually by 9.97%/year for three years, based on online sources that estimated construction costs increased by 19.6% for 2021, will increase by 14.1% in 2022, and between 2%-4% in 2023 and 2024. The figure of 4% has been used for the 2023-2024 period. Annual inflation rates are averaged for the June to June periods. Monthly general inflation rates in the second half of 2022 have exceeded projections, so the 4% figure used for 2023-2024 would need to be reduced to allow for higher numbers in the second half of 2022 and first half of 2023 to maintain the current total. The budget does not include internal administrative costs for the City of Las Cruces or an allocation for public art.

c. Budget Summary

The following table summarizes budget costs by totals of Construction Specifications (CSI) Institute Divisions and categories of work. A detailed spreadsheet of what is included in these categories is included in the Appendices.

AMADOR HOTEL REHABILITATION PROJECT BUDGET SUMMARY [1]

CSI Division/Work Category		Rate	Subtotal	Totals	Comments
[1] See preceding description of Basis of Budget and Limitations; see Budget Assumptions for notes					
DIVISION 2	Demolition		$187,641		See notes 2,3,6,7,8,9,10,11 & 12
DIVISION 3	Concrete		$81,353		Inc. ftgs. For 2 & 10 & new site walls
DIVISION 4	Masonry		$136,491		See Notes 2 & 5
DIVISION 5	Metals		$179,041		Structural for 3, 7, 10, 12, &13
DIVISION 6	Wood and Plastics		$545,351		See notes 4, 6, 7, 8, 9, &10
DIVISION 7	Thermal and Moisture		$336,530		
DIVISION 8	Doors and Windows		$82,376		Custom doors and windows in Division 6
DIVISION 9	Finishes		$537,940		
DIVISION 10	Specialties		$20,399		
DIVISION 11	Equipment				
			$5,000		Built-in catering equmt.. See below for movable
DIVISION 12	Furnishings		$5,232		Window shades
DIVISION 14	Conveying Equipment		$125,000		excl. shaft, hoist beam and miscell steel
DIVISION 21	Fire Suppression		$79,086		Dry pipe system
DIVISION 22	Plumbing		$248,000		
DIVISION 23	HVAC System		$620,000		
DIVISION 26	Electrical		$422,399		
DIVISION 27	Communications		$116,914		
DIVISION 28	Electronic Safety and Security		$124,000		Includes fire, intrusion, access, & CCTV
DIVISION 31	Earthwork		$119,850		Includ ftgs. for item 2
DIVISION 32	Exterior Improvements		$89,415		Includes landscaping, paving & ramada
DIVISION 33	Utilities		$41,909		See below for utility impact fees
Total Raw Costs			**$4,103,926**		
TOTAL RAW CONSTRUCTION COSTS				**$4,103,926**	
Mark-Ups					
General Conditions		12%	$492,471		
O&P		8%	$367,712		Compounded
Bond		2%	$99,282		Compounded
Total Mark-ups			**$959,465**		
TOTAL CONSTRUCTION COSTS WITH MARK-UPS				**$5,063,391**	
Design Contingency					
Total Design/Scope Contingency (for additional unknown structural conditions, code requirements, etc.)		15%	**759,509**		See note 19
TOTAL CONSTRUCTION COSTS WITH DESIGN CONTINGENCY				**$5,822,900**	
Taxes					
Total NM Gross Receipts Taxes		8.3125%	**$484,029**		
TOTAL CONSTRUCTION COSTS WITH TAXES				**$6,306,928**	
Construction Contingency					
Total Construction Contingency		15%	**$946,039**		See note 20
TOTAL CONSTRUCTION COSTS WITH CONSTRUCTION CONTINGENCY				**$7,252,968**	

CSI Division/Work Category	Rate	Subtotal	Totals	Comments
[1] See preceding description of Basis of Budget and Limitations; see Budget Assumptions for notes				
Owner Costs and Purchases				See note 21
Miscellaneous				
Restore painted ceiling Room 119		$14,850		Requires specialty restoration professional
Replica neon Sign		$200,000		Under separate contract (structural support and reinforcing in construction cost)
Asbestos and lead paint abatement		$25,000		
Water impact fees		$15,016		From City of Las Cruces pricing sheet
Wastewater Impact fees		$68,005		From City of Las Cruces pricing sheet
Total Miscellaneous		$322,871		
Furnishings and Equipment				
Furnishings	2%	$116,458		
Movable catering kitchen equipment		$70,000		
Total Furnishings & equipment		$186,458		
Total Owner Costs and Purchases		**$509,329**		
TOTAL CONSTRUCTION COSTS WITH OWNER COSTS AND PURCHASES			**$7,762,297**	
Professional Fees, Printing, Etc.				
A/E Fees	12%	$698,748		
Asbestos Testing allowance	1	$2,500		
Printing and reimbursables allowance	1	$20,000		
Subtotal Fees and Reimbursables		$721,248		
NMGRT (Santa Fe)	8.4375%	$60,855		
TOTAL PROFESSIONAL FEES, PRINTING ETC.		**$782,103**		
TOTAL 2021 PROJECT COST INCLUDING PROFESSIONAL FEES			**$8,544,400**	
ESTIMATED PROJECT COST 2024	9.97%	average/year	**$11,323,203**	See note 22

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APPENDICES FOLLOW IN VOLUME 2

Council Work Session Summary

Meeting: Work Session - Feb 23 2026

TITLE: 9TH SEMI-ANNUAL POLICE AUDIT REPORT PRESENTED BY THE OIR GROUP.

PURPOSE(S) OF DISCUSSION: ☒ **Inform/Update** ☐ **Direction/Guidance** ☐ **Legislative Development/Policy**

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

In accordance with their contract via Resolution 21-128, the OIR group will present their semi-annual case review audit report of completed Las Cruces Police Department internal affairs complaints.

SUPPORT INFORMATION:

OIR Group Ninth Semi Annual Report FINAL REPORT w APPENDIX A -- Feb 2026

PLAN(S):

None

COMMITTEE/BOARD REVIEW:

None

Las Cruces Police Department

Ninth Semi-Annual Audit Report

February 23, 2026

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Introduction

OIR Group[1] is in its fifth year serving as the Independent Police Auditor (IPA) for the City of Las Cruces, providing external oversight of the Las Cruces Police Department (LCPD).

In this capacity, we have full access to LCPD's otherwise-confidential internal files and evidence (including body-worn camera footage) to review how allegations of officer misconduct are investigated, whether the complaints originate from the public or from within the Department. This transparency in access allows us to make informed, independent assessments of LCPD's handling of each case and to issue public reports with detailed findings and outcomes. In addition, our role includes examining closed litigation involving LCPD officers to identify any performance issues that could pose liability risks, thereby offering the City a "lessons learned" perspective beyond the immediate legal outcomes.

This Ninth Semi-Annual Report presents our analysis of LCPD's Internal Affairs investigations completed between July 1 and December 31, 2025; it encompasses 15 misconduct cases. These include Department-initiated Internal Investigations (II) – when LCPD supervisors or leadership identify potential misconduct by an employee – as well as investigations generated by public complaints alleging formal officer misconduct.[2]

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[1] OIR Group has been working in the field of independent oversight of law enforcement for two decades. We specialize in evaluating and seeking to strengthen law enforcement policies, practices, and accountability measures. You can learn more at our website, www.OIRGroup.com. You may contact us at Info@OIRGroup.com

[2] These are "Category 1" complaints within the Department's system. Negative public feedback that is service-oriented or inherently of lesser magnitude is tracked by LCPD but falls outside our scope of work. *See* Footnote 3, below.

For each case, OIR Group reviewed the entire investigative file (including all relevant reports, body-worn camera videos, interview recordings, and other evidence) to evaluate the thoroughness and fairness of LCPD's investigation and the appropriateness of its findings. While detailed case memos are provided in Appendix A, this report highlights key findings and recommendations drawn from those reviews.

The second half of the year also featured our third Community Listening Session: it was held on September 8, 2025, after our presentation to City Council. Participants – some of whom were attending their first of these sessions – shared a range of perspectives.

As in past sessions, some participants at the Listening Session shared their concerns with the transparency and timeliness of investigations into critical incidents involving police use of force and the limited scope of cases reviewed by our team. Others expressed support for the Department and their operations, noting the challenges of the job and demands of the calls for service. Some also asked about federal law enforcement activities occurring within the City, and how that related to public safety, the Department's role, and our own work.

Our experience at this meeting tracked our impressions from past visits, and which we have cited previously and with appreciation: we were impressed with the level of engagement and the constructive tone of the discussion. We value these opportunities to hear from residents and gain a window into the "what" and "why" of community attitudes toward LCPD.

In another note we have struck in prior reports, we continue to appreciate LCPD's cooperation with our work. We don't take for granted the ways in which the Department facilitates our access and responds to our questions as we shape our individual case reports. And the agency's responsiveness to our recommendations is especially gratifying: at its best, outside oversight brings not only transparency and accountability but also a vehicle for adjustments in the way law enforcement serves its public. The Department's receptivity contributes to that process, and we appreciate it.

Internal Affairs Case Review

Our scope of work requires that we review completed and closed investigation files from formal citizen complaints, internal investigations, and complaints with allegations against LCPD that are reported to the City of Las Cruces Ethics Hotline. Our scope consists of two types of complaints: Internal Investigations, or "II," which are complaints generated from within the Department when leadership becomes aware of allegations related to potential misconduct of employees on or off duty; and External Investigations - Category 1, or "EIC1," which are complaints submitted by the Las Cruces public with allegations that may rise to the level of formal misconduct.[3]

As mentioned above, we completed 15 complaint cases in this period.[4] Seven of these cases emerged from enforcement activity that began in response to a

[3] External Investigations fall into one of three categories based on the perceived seriousness of the allegations: Category 1, which we review because they may involve formal misconduct, and Categories 2 and 3. Category 2 is an "informal" complaint that involves allegations of a "non-serious" nature where the reporting complainant chooses not to pursue a formal investigation; and Category 3 involves allegations of a "non-serious" nature where the complainant is not able to articulate a complaint, or where there is an apparent lack of General Order violations.

[4] This case count is commensurate with our average. Our previous case counts are as follows:

Report 1, January 2022: 12

Report 2, June 2022: 16

Report 3, January 2023: 16

Report 4, June 2023: 10

call for service from the public; one of these resulted in an officer-involved shooting, and another involved allegations of domestic violence. Two cases resulted from vehicle pursuits, one from a traffic stop, and one from a traffic accident.

One case involved off-duty conduct, and two focused on internal administrative matters.

It is notable that Department management initiated the administrative reviews in 12 of the 15 cases in this half-year report. It is a noteworthy volume of internally generated cases for an agency the size of LCPD. That reality, however, is subject to different interpretations. While the Department's leadership surely wishes that it had fewer misconduct concerns to address, that fact that it is taking the initiative to do so — and to an extent that far outstrips misconduct complaints from members of the public in this period — reflects a commitment to accountability and high standards that is creditable.

In contrast to LCPD's approach, some police agencies avoid the use of formal review processes for internal performance issues, instead relying on informal counseling or undocumented conversations. Those approaches may feel simpler (and are often never known to the public), but they reduce transparency, impede progressive discipline, limit organizational learning, and ultimately can increase legal and operational risk.

In our view, LCPD's willingness to use the formal administrative process reflects a stronger, more accountable model. Most of the issues in this reporting period were identified because the Department chose to surface and evaluate them, not because anyone outside the agency demanded action. Nor did the cases taken collectively reveal systemic or structural deficiencies, as reflected in patterns of misconduct.

Report 5, January 2024: 19

Report 6, August 2024: 8

Report 7, February 2025: 20

Report 8, September 2025: 10

In this period, we again saw improvement by LCPD in identifying, addressing, and, where appropriate, remediating misconduct at all levels.

LCPD framed and investigated 49 formal allegations against 22 LCPD employees across several rank levels.[5] Of these, 71% (35) of the allegations were sustained; this higher percentage reflects the aforementioned fact that most of these cases were generated *internally*, after the Department identified potential misconduct through supervisor reviews or officer/supervisor reports.[6] The remaining were exonerated (7), not sustained (6), or unfounded (1).[7]

For those sustained allegations, the discipline ranged from a verbal reprimand to suspension days or termination. All discipline except termination was also accompanied by some form of directed training, and, in some cases, demotion in rank or removal from special assignments.

Here, we provide brief summaries of each case, list the allegations and ranks of the involved employees, and provide the Department's findings for the 12 Internal Investigations and three external complaints. Memos for each case are also included in Appendix A. These feature a more thorough case description, as well as our analysis of the Department's investigation, our related recommendations (if any), and LCPD's Management Response,

[5] At the time of the respective investigations, 15 were officers, two were detectives, three were sergeants, two were non-sworn employees.

[6] In our experience across a number of jurisdictions, the dynamic of internally generated cases yielding a higher percentage of sustained findings is a common one, since the agency's own knowledge of its policies and the relevant facts give a significant "head start" to the investigative process.

[7] "Exonerated" means that the alleged conduct occurred but was found to be within Department policies and procedures, "unfounded" means that the allegation did not occur in the way it was alleged, and "sustained" means that the allegation did occur and was a violation of Department policy and procedure. "Not sustained" means that there was insufficient evidence to prove or disprove that an allegation occurred.

Internal Investigations

We reviewed 12 Internal Investigations in this reporting period. These internally generated complaints resulted in 44 unique allegations, most of which were sustained by the Department, including allegations of excessive force and conduct unbecoming. This high rate of sustained findings is not surprising, and is appropriate, because these cases originate from the Department's own identification of potential misconduct. By the time an internal investigation is opened, leadership has already determined that the conduct warrants scrutiny, so the likelihood of confirming a violation is understandably high.

For the most part, LCPD responded to these violations of policy with an appropriate disciplinary outcome. For continuing personnel, these resolutions also included directed training and/or counseling to prevent future similar actions. This reflects a clear commitment by LCPD to hold its employees accountable for misconduct, regardless of rank or tenure, while also focusing on remediation and improvement. The latter concept is consistent with a core tenet in administrative discipline: the goal of *correction* with an eye toward better performance in the future.

2024II-016
Officers responded to a call for service of a subject with a gun. This resulted in an officer-involved shooting.

Officer	General Order 255.01 Use of Force	Exonerated

2024II-018
Officers were dispatched to a multi-vehicle crash. When they arrived, they identified the driver as an LCPD employee, conducted a DWI investigation, and arrested him.

Non-sworn employee	General Order 103.08 Code of Conduct – Criminal Conduct Prohibited	Sustained

2025II-002
Officers became involved in the pursuit of a stolen vehicle, resulting in multiple vehicles being damaged.

Officer 1	General Order 208.02 Vehicle Pursuits	Exonerated
Officer 1	General Order 208.11 Following Vehicles	Exonerated
Officer 2	General Order 151.01 Recording Devices	Sustained
Officer 2	General Order 208.09 Vehicle Pursuits	Sustained
Officer 2	General Order 151.01 Recording Devices	Sustained

2025II-004
Officer conducted a traffic stop; the driver was erroneously arrested for driving with a suspended/revoked license, and a use of force occurred.

Officer 1	General Order 141.02(A) Police Reports – Accuracy and Thoroughness	Sustained
Officer 1	General Order 231.03(A)(2) Physical Arrests – Authority to Arrest	Sustained
Officer 1	General Order 255.04(B)(1)(2)(c) Use of Force – Levels of Force	Sustained
Officer 2	General Order 255.04(E)(1)(2) Use of Force – Duty to Intercede	Not Sustained
Officer 3	General Order 255.04(E)(1)(2) Use of Force – Duty to Intercede	Not Sustained

2025II-006
An LCPD employee initiated a vehicle pursuit that was found to be unreasonable and out of policy.

Sergeant	General Order 208.02 Pursuits	Sustained
Sergeant	General Order 208.03(A) Pursuit Procedures	Sustained
Sergeant	General Order 141.02 Reports – Accuracy and Thoroughness	Sustained
Sergeant	General Order 151.01(E);(K)(7)(b) Recording Devices – Procedures	Sustained
Sergeant	General Order 208.15(A) Reporting and Administrative Review of Pursuits	Sustained

Sergeant	General Order 270.01 Towing and Impounding Vehicles – Procedures	Sustained
Officer 1	General Order 208.09 Number of Police Units Involved in Pursuit	Sustained
Officer 1	General Order 141.02 Reports – Accuracy and Thoroughness	Sustained
Officer 1	General Order 141.03 Submission of Reports	Sustained
Officer 1	General Order 151.01(E) Recording Devices – Procedures	Sustained
Officer 1	General Order 208.02 Pursuits	Not Sustained
Officer 2	General Order 141.02 Reports – Accuracy and Thoroughness	Sustained
Officer 2	General Order 141.03 Submission of Reports	Sustained
Officer 2	General Order 208.03(A) Pursuit Procedures	Sustained
Officer 2	General Order 208.02 Pursuits	Not Sustained

2025II-007

Officers responded to conduct the Department's standard assessment after a use of force. One officer failed to upload photographs and complete witness information as required. As we discuss in greater detail in our memo, we found that the more accurate finding for the first allegation listed would have been "Not Sustained," but ultimately found that the Department issued the appropriate remedial action.

Officer	General Order 103.17(A)(C) Code of Conduct – Truthfulness	Unfounded
Officer	General Order 141.02(A) Police Reports – Accuracy and Thoroughness	Sustained
Officer	General Order 300.10(A) Evidence and Property – Evidence/Property Possessed By Employees	Sustained

2025II-009

Officers responded to a call for service for an assault. A non-sworn employee had become involved in an altercation, and that employee's conduct during the subsequent police response was called into question.

Non-sworn employee	General Order 103.04 Code of Conduct – General Standards of Conduct	Sustained

2025II-010

An officer responded to a robbery in progress and became involved in a use of force. The Department requested further review of the case.

Officer	General Order 141.02(A) Police Reports – Accuracy and Thoroughness	Sustained
Officer	General Order 151.01(E) Recording Devices – Procedures	Sustained
Officer	General Order 255.02(A)(1) Use of Force – Procedures-Applying Force	Exonerated

2025II-013

The Department alleged that an officer consumed alcoholic beverages and then reported to a special on-duty assignment.

Officer	General Order 103.08(A) Code of Conduct – Criminal Conduct Prohibited	Not Sustained
Officer	General Order 103.28(A) Code of Conduct – Conduct Unbecoming	Sustained
Officer	City Manager Policy 8.1(5)(B) – Substance Abuse Prevention/Detection Policy	Sustained

2025II-014

The Department alleged that an officer engaged in explicit inappropriate behavior while working an off-duty employment.

Officer	General Order 103.01 Code of Conduct – Unsatisfactory Performance	Sustained
Officer	General Order 103.28 Code of Conduct – Conduct Unbecoming	Sustained
Officer	General Order 155.03 Outside Employment – Conditions to Off-Duty and Extra-Duty Employment	Sustained

2025II-015
Officers responded to a domestic disturbance in a parking lot. The suspect, who had been detained, escaped from police unit, prompting an investigation.

Officer	General Order 103.01 Code of Conduct – Unsatisfactory Performance	Sustained
Officer	General Order 103.17 Code of Conduct – Truthfulness	Not Sustained

2025II-021
An anonymous complaint was received regarding a detective working overtime and alleging overtime card fraud.

Detective	General Order 154.04 Overtime Procedures	Exonerated

External Complaints

We reviewed three External Complaints - Category 1, which are complaints made by members of the Las Cruces public with allegations that potentially constitute formal misconduct. Both of these cases resulted from dissatisfaction with how the complainants were treated by LCPD employees during two different calls for service.

The complaints generated six allegations reported by the public complainants. Four of these were sustained, and officers received the appropriate discipline accompanied by directed training.

2025EIC1-002
Call for service of a subject with a gun and of shots fired; the complainant alleged that she was wrongfully accused and arrested.

Detective	General Order 215.02 Investigations – Follow-Up Investigation	Sustained

2025EIC1-003

An officer conducted a traffic stop; he later contacted the driver (the complainant) several more times, believing her to be a possible witness; the complainant alleged that the officer was following and harassing her. The Department identified ancillary issues with communication and activation of the body-worn camera.

Officer	General Order 103.04 Code of Conduct – Standards of Conduct	Exonerated[8]
Officer	General Order 151.01(E) Recording Devices – Procedures	Sustained
Officer	General Order 170.02 Radio Communications	Sustained

2025EIC1-004

Officers responded to a road rage incident; the complainant alleged that the sergeant yelled at and belittled her.

Sergeant 1	General Order 103.05(A)(B) Code of Conduct – Conduct Toward The Public	Sustained
Sergeant 2	General Order 103.05(A)(B) Code of Conduct – Conduct Toward The Public	Exonerated

[8] As we detail in our memo related to this case (see Appendix A), our review found that important questions about the officer's actual conduct remained largely unresolved. Ultimately, our different perspective was at the "margins," and we found that the Department took remedial action that will hopefully correct the officer's performance.

Additional Complaint Demographics

The City's interest in ensuring transparency in LCPD operations is central to our work, including the expectation that we report demographic information about participants in the complaint cases we review.

The rationale is straightforward: disparities in the justice system have long been a concern, and many jurisdictions collect demographic data to identify potential inequities and understand the factors that may contribute to them. In Las Cruces, our role includes tracking demographic information for both complainants and involved officers to identify possible trends. Disproportionate representation when compared to overall population data could reflect issues related to culture, decision-making, or enforcement strategies. Likewise, if complainants from particular racial or ethnic groups appear more frequently, that pattern warrants attention. The demographics of officers named in complaints may also offer useful insight.

We understand why the City incorporated this data collection into the Independent Police Auditor's responsibilities. Early in our work, we noted that the small number of annual complaints limited the ability to draw firm conclusions. That limitation has lessened somewhat as we now have five years of cumulative data, but the sample remains modest and should be interpreted cautiously.

As detailed below, the aggregated Las Cruces data does not, on its face, suggest disproportionality; overall, it aligns with recent Census demographics. Still, interpreting these numbers has inherent challenges. Complaint cases represent only a small portion of total police contact, and even larger datasets are often shaped by factors that complicate meaningful conclusions. In addition, more detailed information often matters: whether the complainant was a resident or visitor, whether the allegation was sustained, and whether the encounter began as a call for service or an officer-initiated action.

Concerns about biased policing remain relevant nationwide. Within our focused review window, we have not observed indications of a pattern of bias within LCPD, and few complaints specifically allege racial discrimination.

Nonetheless, the issue deserves continued attention, and the Department should maintain its emphasis on training and internal review related to equitable policing.

Race/Ethnicity

Most cases involved at least some interaction with a member of the public; since the start of our engagement, we have tracked the race/ethnicity of these individuals where their race/ethnicity was known. Across all cases over five years, we were able to identify the race/ethnicity of 64 complainants: 58% were identified as Hispanic, 34% were identified as White Alone, not Hispanic or Latino, and 8% were identified as Black.[9] In our basic statistical analysis using Census data for Las Cruces, these counts do not reflect a disproportionate frequency of any one race/ethnicity reporting misconduct or being the subject of incidents that may have involved misconduct.

We also track the race/ethnicity of involved Department employees. Here again, the race/ethnicity of Department employees who are the subjects of complaints reflect the general makeup of the Department: 68% are Hispanic, 27% are White Alone, and 4% are Black.

We did not identify any statistical outcomes that suggest that certain race/ethnicities of Department employees are engaged in misconduct to a disproportionate extent. Nor did we see a significant imbalance that suggested a racial/ethnic component as influencing the negative interactions that prompted complaints. (That is, for example, Hispanic members of the public are not more likely than non-Hispanic members of the public to have negative interactions with white officers).

[9] In some cases, the reporting or involved party was anonymous. In others, the case was initiated internally and did not involve a member of the public. And in a small number of situations, we were not able to determine the race/ethnicity of the complainant definitively.

Location

Our scope of work also requires that we catalogue the zip code of any incident to identify any trends by area or location. We have analyzed zip code statistics since the start of our engagement.

Since that time, most cases were listed as occurring in zip code 88001; this is the Department's address, often used as the address for any complaints that are internally generated, occur in Department facilities (e.g., training rooms, parking lot, or Academy) or that do not have an underlying call for service. Because the majority of the cases in this period's sample were internally-generated, that zip code was listed as the address for the majority of complaints, even if the underlying incident itself may have originated elsewhere in the City.

Review of Closed Litigation

OIR Group did not receive any closed litigation case files during this review period.

Review, Findings & Recommendations

OIR Group has reviewed over one hundred of LCPD's complaint cases and twenty-one closed civil claims to date. For each, we reviewed all evidence provided by LCPD and consulted with LCPD when necessary for clarification or research into potential recommendations.[10] At the conclusion of our review, OIR Group submitted a memo for each case, and LCPD provided a formal Management Response.

The Department continues to be responsive to our recommendations, especially those related to its internal review mechanisms. In this section, we discuss three categories that build on previously identified themes: investigation of critical incidents, scoping investigation and framing allegations, and performance challenges and remedial outcomes.

Follow-Up on Critical Incident Review: Process & Recommendations

In our last report, we wrote that LCPD's critical incident management protocols are consistent with national best practices, while noting opportunities for improvement in timeliness, scene discipline, and transparency. We also

[10] When LCPD closed an Internal Affairs investigation within the scope of our work, it provided OIR Group with all documentary and digital evidence related to the case file. This often included, but was not limited to, the investigative memo, internal case correspondence, disposition/findings memo, limited personnel files, disciplinary recommendations, body-worn camera video, radio / dispatch audio recordings, and recordings of interviews with personnel, complainants, and witnesses.

recommended conducting administrative reviews in parallel with criminal investigations and leveraging specialized debriefs to identify training and equipment needs without delay.

Case **2024II-016**, reviewed during this reporting period, reflects meaningful progress in LCPD's approach to critical-incident analysis. LCPD completed its administrative investigation within six months of the incident, well before the Officer-Involved Incident Task Force presented its findings to the District Attorney. [11] This represents a significant shift from earlier cases in which administrative reviews were postponed for years due to pending litigation. We commend LCPD for implementing concurrent review practices, consistent with our prior recommendations.

The administrative review also identified a potential training need and included an early "after-action" debrief that examined decision-making, communication, equipment, and training sufficiency. These steps demonstrate an emerging commitment to timely learning and adaptive improvement.

However, the Department's Force Review Cadre did not evaluate this case. As noted in previous reports, the Cadre consistently produces the Department's most comprehensive and analytically robust assessments of force and critical incidents. Its work is methodical, holistic, and well-documented, and its evaluations often surface issues that might otherwise not be reviewed. For that reason, we have recommended that Cadre review become a standard component of every critical-incident assessment.

At the same time, we recognize that the Cadre's subject-matter experts face significant operational demands and time constraints, which currently limit the Cadre's availability. Because of these pressures, LCPD relies on its other review mechanisms, including supervisory reviews, equipment and technical debriefs, and Internal Affairs investigations. Each plays an important role, but each also examines an incident through a distinct lens. Without Cadre

[11] The New Mexico Officer-Involved Incident Task Force (OITF), which includes representatives from the New Mexico State Police, Doña Ana County Sheriff's Office, New Mexico State University Police, and the Las Cruces Police Department, is activated and responds to the scene of critical incidents and leads the criminal investigation. This process is detailed in our 5th and 8th Semi-Annual Reports.

involvement, the Department risks uneven rigor, as not all review pathways provide the Cadre's holistic analysis.

Our goal is not to diminish the value of these other review systems, but to ensure they are strengthened to approximate the Cadre's depth when Cadre review is not feasible. As an interim measure, we previously recommended that certain types of incidents, such as fatal officer-involved shootings (as in this case), force resulting in serious bodily injury, or specified less-lethal deployments, be automatically referred to the Cadre. This approach would preserve the Cadre's contributions for cases where their comprehensive perspective is most essential.

We acknowledge that logistical constraints may continue to limit full implementation, and we note that this case did undergo multiple, substantive administrative reviews. Still, embedding the Cadre's involvement as a standard practice, or elevating the rigor of alternate review pathways to match the Cadre's standard, will provide greater consistency, support more meaningful organizational learning, and further strengthen the Department's overall critical incident review system moving forward.

Full Accountability: Scope and Allegation-Framing

Since the start of our engagement, we have worked closely with LCPD on allegation framing and investigative scope, essential components of accountability. Proper scoping and framing ensure that internal investigations identify and formally address all potential misconduct arising from an incident, rather than leaving concerns unresolved or handled informally.

This is a nuanced and challenging area. Determining whether to frame an allegation often involves judgment calls about intent, context, and scope of responsibility. Missteps in framing are not malicious or intentional; they typically reflect the complexity of investigating these cases.

Two cases in this period illustrate why framing matters and how gaps can limit the scope of accountability:

- **Case 2025II-015:** A subject escaped from the back of a police vehicle. After the incident occurred, the supervisor tasked with reviewing the officer's report approved the report without addressing the escape or the officers' actions on scene. A different supervisor identified the issues and brought the case to IA for review. However, the investigation did not frame allegations to examine potential supervisorial performance shortcomings.

  While LCPD ultimately concluded the supervisor acted within established procedures, we would have preferred that these concerns be formally framed and disposed of within the investigation. Doing so strengthens transparency and ensures that all performance issues are documented and evaluated.

- **Case 2025II-010:** An officer's report described verbal commands and a controlled takedown, but body-worn camera footage showed a rapid physical engagement with profanity and little opportunity for compliance. The Force Review Cadre memo noted these and other discrepancies, including that the takedown resembled a body check rather than the claimed leg sweep, and that the subject did not appear to resist handcuffing despite the report's assertion of continued resistance. These gaps raise questions about accuracy in reporting and verbal de-escalation efforts.

  But the administrative investigation by Internal Affairs focused on the thoroughness of the related police report. We found that a more rigorous assessment of its accuracy, and the officer's approach, was warranted. Our hope is that the Cadre's identification of these concerns serves as a starting point for remediation beyond the IA findings.

When investigations make determinations "behind the scenes" without framing and disposing of allegations, or scopes an investigation too narrowly, it risks undermining the effectiveness of the process. Consistent framing ensures that all performance concerns are fully examined and documented.

LCPD acknowledged this challenge and reaffirmed its commitment to refining its approach. We remain actively engaged with the Department on this topic and will continue to monitor progress in future reporting periods.

Performance Challenges & Corrective Action

As we noted in our last report, we reviewed a total of seven cases involving allegations of investigative or enforcement "errors" within a short timeframe; three of these were reviewed in the last period, and the remainder fell into this reporting period.[12]

- **Case 2025II-004:** Officers mistakenly began arresting a man for having a revoked license, without seeing that the man had a "valid-revoked" license allowing him to drive with a special device to test his blood alcohol before starting the vehicle.

- **Case 2025II-007:** An officer failed to complete routine tasks related to a use of force investigation.

- **Case 2025II-015**: An officer failed to properly secure a subject in the police vehicle, resulting in the subject's escape.

- **Case 2025EIC1-002**: This case involved a mistaken identity, where the complainant filed a complaint stating that she was falsely identified and wrongly arrested and charged for serious crimes. The complainant included signed affidavits from the other three detainees asserting that she was erroneously charged. Upon learning of the charging error, LCPD immediately advised the District Attorney's Office for appropriate action, including ensuring that the charges were dismissed. No additional charges were pursued against other participants.

[12] See also cases 2025EIC1-001, 2024II-013, and 2025SM-002 in our 8th Semi-Annual report.

These cases did not reveal any pattern of systemic deficiency. Instead, the errors stemmed from individual officers across different units, rather than patterns of similar mistakes within a single team or function. And, as we noted above, the fact that these incidents were surfaced, documented, and addressed reflects a healthy accountability culture.

Across all cases, the Department responded quickly and appropriately. LCPD implemented targeted retraining, supervisory monitoring, and discipline where warranted. When operational impacts could be mitigated, such as ensuring erroneous charges were dismissed, the Department took corrective steps.

Taken together, these responses demonstrate a functioning system of accountability: errors occur, they are detected, and the agency acts decisively to correct them. While mistakes by individual officers should always be taken seriously, LCPD's handling of these matters reflects a proactive commitment to maintaining professional standards, rather than an underlying pattern of departmental failure.

Having said this, we also noted that not all possible remedial interventions were formally framed (see memos related to cases 2025II-004 and 2025II-015). Our hope is that these non-disciplinary but significant issues will be identified and addressed constructively.

Policy, Management and Training

While our emphasis is largely on the internal complaint investigation process, we also often note areas where LCPD might consider additional training and/or policy updates. More often than not, the Department had already identified the need for policy clarification, updates, or training, and completed these changes prior to our review.

Vehicle Pursuits

Vehicle pursuits are a high-risk, low-frequency activity in policing. They demand rapid decision-making under pressure and carry significant safety implications for officers, subjects, and the public. Because of these stakes, pursuit policies are often deliberately restrictive, and post-incident reviews are critical to ensuring accountability, learning, and adherence to best practices.

LCPD's approach reflects this understanding. Every pursuit undergoes a stand-alone supervisory review, and when concerns arise, cases are referred to Internal Affairs for deeper examination. This layered process demonstrates the Department's commitment to scrutiny and improvement.

Two cases in this period's sample illustrate how this works in practice:

- **Case 2025II-002:** This case began with a standard supervisory review, which flagged potential policy issues in a recent pursuit. Rather than treating the initial finding as definitive, the Department referred the matter for a full administrative investigation.

  The IA process added important context, including formal interviews that explored officers' decision-making. The lead officer's body-worn camera captured thoughtful, evolving judgment during an unusual circumstance, and notably, the officer self-terminated the pursuit twice, an indicator of policy awareness.

  Ultimately, the investigation cleared the officers of wrongdoing, and we concurred with that outcome. We also commend LCPD for addressing peripheral issues, such as gaps in body-worn camera activation by two

involved officers. This case reflects the Department's careful scrutiny of pursuits and its willingness to identify and remediate collateral performance concerns.

- **Case 2025II-006:** In this case, the core issue was a supervisor's misguided decision to initiate a pursuit without proper justification. While the supervisor's intentions were understandable, the decision-making raised obvious concerns, including a lack of situational awareness regarding other officers joining the pursuit.

  A fundamental grasp of pursuit policy is a baseline expectation for all officers, and even more so for supervisors. The Department recognized these issues in their entirety and addressed them appropriately through the IA process. This case reflects the importance of reinforcing policy knowledge and supervisory judgment in high-risk scenarios.

Both cases demonstrate LCPD's layered review process: initial supervisory evaluation followed by formal IA investigations when warranted. We found the outcomes appropriate and commend the Department for its thoroughness in identifying and addressing both core and collateral issues. This approach reflects a strong commitment to accountability and continuous improvement in an area of operations that demands close attention.

Off-Duty Accountability: Maintaining Standards for Personal Conduct

Vehicle pursuits and use of force incidents often draw the public's attention, but off-duty conduct presents its own unique challenges. These matters are inherently sensitive. Police officers, like all individuals, are entitled to personal lives outside of work. However, the authority vested in law enforcement personnel, and the public trust that accompanies it, requires that their conduct, both on and off duty, reflects the ethical standards of the profession.

Most departments, including LCPD, maintain codes of conduct that extend beyond the workplace to prohibit criminal behavior, discriminatory actions, and other misconduct that could erode community trust or compromise fitness for duty. The rationale is clear: officers carry weapons, enforce laws, and make

decisions that profoundly affect lives. When off-duty behavior calls into question judgment or integrity, it also calls into question an officer's ability to serve effectively.

We noted several cases involving off-duty conduct in our last report, and found that those were addressed appropriately. During this review period, we again reviewed multiple cases involving off-duty conduct; we are seeing the Department address these matters with increasing rigor each period. This trend reflects leadership's commitment to accountability, even at a time when officer retention and staffing remain challenging.

In this period, we reviewed three new cases involving off-duty conduct:

- **Case 2024II-018:** An off-duty employee (not a police officer) caused a vehicle collision and was found to be driving while intoxicated. LCPD terminated the employee, sending a clear message that this behavior is unacceptable. We also commend the initial scene response: body-worn camera footage showed the first responding officer prioritizing victim safety, calling for medical aid, and managing the scene professionally. The responding supervisor appropriately notified command staff and offered to assume responsibility for the DWI investigation, but the initial officer proceeded and handled the matter impartially and thoroughly. This adherence to protocol demonstrated a commitment to fairness even when the subject involved was a fellow employee.

- **Case 2025II-013:** This case straddled the off-duty/on-duty line. An officer consumed alcohol before reporting to a special assignment. Supervisors intervened immediately, and the Department's approach, both in the moment and through administrative investigation, balanced accountability with officer wellness. The outcome was corrective and supportive, which we endorse. We recommended that LCPD reinforce the City's "return-to-work" protocol with supervisory follow-up and continued support, and leadership agreed.

- **Case 2025II-014:** An employee engaged in at least one consensual sexual act while serving on an off-duty assignment in uniform. The investigation was thorough and professional, despite the sensitivity of the issue. The officer demonstrated remorse and transparency, acknowledging the impact

on personal and departmental reputation. Disciplinary consequences were appropriately severe to prompt behavioral change while allowing for remediation and professional development.

These cases show the Department's commitment to accountability, even in difficult circumstances, and its willingness to apply standards consistently. The increasing rigor we observe in each reporting period reflects strong leadership and a focus on integrity, despite the operational challenges of staffing and retention.

Next Steps

As the Independent Police Auditor, OIR Group will continue working closely with LCPD and City leadership to monitor progress, evaluate new cases, and provide constructive feedback.

This reporting period reflects meaningful strides in critical incident reviews, including improved timeliness and holistic assessments, while reaffirming our recommendation to standardize Force Review Cadre involvement. We also observed progress in allegation framing and accountability, though consistency remains essential, and commend the Department's layered approach to vehicle pursuit reviews and its increasing rigor in addressing sensitive off-duty conduct. These efforts demonstrate leadership's commitment to transparency and accountability, even amid staffing challenges.

We appreciate the trust placed in us to serve as an independent voice and look forward to sustaining this positive momentum in Las Cruces in the years ahead.

Appendix A: OIR Group Case Memos

6510 Spring Street #613
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TO: City of Las Cruces
FROM: OIR Group
DATE: May 28, 2025
RE: Review of Administrative Investigation #2024II-016

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate.

This is a review of the Department's response to a critical incident: an officer-involved shooting that occurred on November 11, 2024. Per protocol (see **General Order 225: Use of Force**), this incident was initially investigated by the "Officer Involved Incident Task Force" (OITF), which is made up of law enforcement employees and subject matter experts from various local agencies, including LCPD. The OITF protocols are governed by an agreement between these agencies; they were created to promote the objectivity and effectiveness of investigations into these critical events.[1] As of the date of this memo, the completed investigation is still pending submission to the District Attorney for an assessment of the shooting's legality.

[1] For a detailed description of the OITF and the critical incident review process, please see our memo related to case 2020II-005 and our 5th Semi-Annual Report.

LCPD also initiated a concurrent Internal Affairs investigation of this critical incident. OIR Group received the completed IA case file on May 7, 2025.

Case Summary

On the date of the incident, a reporting party called 9-1-1 and stated that another resident of the apartment complex was yelling in the parking lot, was armed with a gun and a "bow," and was threatening him. LCPD Officers 1 and 2 arrived. They illuminated the dark parking lot and observed the subject holding a knife and a stick or pole. Officer 2 stated, "Police department" and "Can you drop the knife?"

They observed the subject drop the knife and reach around to his back. From approximately 60-70 feet away, across the parking lot, Officer 1 commanded him to stop reaching. The subject mumbled profanities, entered his apartment, and closed the door.

The officers contacted dispatch for more information. As dispatch responded, the subject reappeared in the doorway. Officer 1 yelled, "What do you have in your hands, man?" Officer 1 told Officer 2 that the subject had a gun. The subject reentered his apartment and closed the door. Officer 2 advised Officer 1 to take cover, and Officer 1 moved behind a dumpster. Around this time, a third officer responded.

Officer 1 asked dispatch for more information regarding threats. Dispatch responded with details from the 9-1-1 call. In his interview, Officer 1 stated that he believed they had a barricaded subject situation and began coordinating with dispatch. At that point, the subject once again emerged from the apartment. Officer 1 reported that he could see the firearm tucked into the subject's waistband. Officer 1 yelled, "Let me see your hands." The subject responded, "Fire me, fire me," and something unintelligible.

Officer 1 yelled, "Don't be reaching!" Seconds later, Officer 1 fired four rounds at the subject. At that point, the subject reentered his apartment and closed the door; he was wounded but not seriously. Officer 2 broadcast that shots were fired and moved over to Officer 1's location.

There is no clear body-worn camera footage of this moment in the incident; Officer 1's camera was obstructed by his cover, and Officer 2's position did not have a clear line of sight to the subject. In the body-worn camera video footage immediately following the shooting, when Officer 2 moved to Officer 1's location, Officer 2 stated that he could not see from his original location. Officer 1 responded, "He pointed something right at me,

man." The third officer reported that he did not witness the shooting because he was moving a police unit to provide the officers with additional cover.

In his interview, Officer 1 stated that he fired after perceiving a threat: he observed the subject's hand extend in a "punching" motion. The officer stated that he did not have a specific memory of seeing the gun in the hand of the subject. However, he also said that he had a belief that the subject was going to shoot at him, based on having seen the gun in the waistband in conjunction with the subject's subsequent movements and the threats made previously to the reporting party.

The officers proceeded to set up their response to a barricaded and possibly injured subject. Additional officers responded to the scene, including a K9 unit.[2]

Meanwhile, the subject called 9-1-1 to report that he had been injured. Moments later, he again opened the door to his apartment and surrendered. Officer 2 commanded him to show his hands and get on the floor, which he did. Officer 1 requested a unit with a shield but was instructed to stay back as he had fired rounds.

Officers planned their approach. The subject complied with all commands and was taken into custody with no further incident. He was transported to the hospital, treated for a non-life-threatening injury, and booked at the jail, and later released on his own recognizance.[3]

Officers recovered a realistic-looking replica revolver from the interior of the apartment. The OITF and LCPD detectives responded to the scene to begin their respective investigations.

Officer 1 was placed on administrative leave per Department protocol.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

[2] The subject also had a dog, who interacted with the K9 and bit an officer during the arrest. An Animal Control Officer later took the dog from the scene.

[3] As of publication of this memo, according to LCPD, the subject is still outstanding with Failure to Appear (FTA) warrants.

As we stated in our introduction, the criminal investigation of this incident was conducted by OITF and is still pending presentation to the District Attorney. LCPD initiated its administrative investigation concurrently and completed it six months after the incident.

In the administrative investigation, Internal Affairs framed one allegation of **General Order 255: Use of Force**, which considered Officer 1's use of deadly force. The investigation reviewed all available evidence, including interviews with the officers involved, reporting party, and subject, and concluded that Officer 1's use of deadly force was reasonable and within policy. The investigation determined that the subject's crimes – aggravated assault with a deadly weapon against both the reporting party and peace officers -- were severe and that the threat to both officers and the public from the firearm, which was believed to be real, was imminent. The investigation also noted that the officers demonstrated attempts at de-escalation, including using distance and cover, to resolve the incident, but that the subject pointed the firearm at officers.

Outcome: Discipline or Other Action

LCPD found Officer 1's use of force to be reasonable; as such, no disciplinary action was taken. The investigation noted that the officers only identified themselves once as peace officers, and that this was a "training consideration" to address.

OIR Group Review

As noted throughout this memo, LCPD initiated and completed its administrative investigation within six months of the incident and prior to the OITF's presentation to the District Attorney for review. In past memos, we have recommended that LCPD conduct its administrative review concurrent with the criminal investigation to prevent long delays; we are appreciative that LCPD did so in this case.

We reviewed relevant reports and documents, watched all body-worn camera footage, and listened to recorded interviews. With respect to Officer 1's use of deadly force, we found the analysis and the resulting conclusions to be consistent with available evidence.

We also note that the administrative review process identified the above-mentioned possible training need – an insight that we endorse both substantively and as an example of the "holistic" approach to assessment we espouse. And we were also

provided with the Department's Training and Equipment Debrief memo. The memo documented the result of the Department's standard "after action" debrief, which serves to identify training and equipment needs in advance of completion of the administrative investigation. The debrief considered several important components, including officer decision making, effectiveness of communications, equipment concerns, and sufficiency of training.

While the debrief was effective in identifying what the officers had done well and areas of improvement in training and equipment, we encourage LCPD to regularly activate the "Force Review Cadre" to evaluate critical incidents. The Cadre did not review this incident because the Department found the use of force to be straightforward and justified. However, the Cadre's expertise is valuable in that it provides LCPD an opportunity for self-examination, learning and improvement beyond training and equipment, especially in critical incidents like officer-involved shootings.

We recommend that LCPD standardize its critical incident review process to include a Cadre review of critical incidents. This consistency promotes fairness and eliminates the perception of selective scrutiny and allows for comprehensive evaluation of critical incidents.

RECOMMENDATION 1

LCPD should standardize its critical incident review process to automatically include a Force Review Cadre evaluation.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review conducted by the OIR Group. Although we agree with the recommendation, logistical restraints make it impractical. In this case, there were multiple comprehensive reviews or investigations. I am confident that any concerns were addressed.

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TO: City of Las Cruces
FROM: OIR Group
DATE: July 2, 2025
RE: Review of Administrative Investigation – #2024II-018

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this Internal Affairs case after being dispatched to a call for service involving a non-sworn employee of LCPD.

OIR Group received the case file on June 5, 2025.

Case Summary

LCPD officers responded to a motor vehicle crash involving five vehicles. The at-fault driver, whom officers later determined to be an off-duty, non-sworn LCPD employee, was visibly impaired: he smelled of alcohol, slurred his words, and stated that he could not recall what had happened.

After assuring the safety of the crash victims, calling for medical aid, and directing other officers to various assignments, the first responding officer read the non-sworn employee his Miranda Rights and initiated his Driving While Intoxicated (DWI) investigation; the non-sworn employee admitted to drinking, but refused a field sobriety

test. He was detained in the rear of the police vehicle. While conducting a vehicle inventory, the officer discovered a bottle of alcohol on the passenger floorboard and learned that the non-sworn employee was driving a vehicle that did not have valid registration or insurance.[1] The non-sworn employee was transported to the station, where a breath test found a blood alcohol level well above the legal limit. After being medically cleared, he was booked. The vehicle was towed.

The non-sworn employee was charged with Aggravated DWI and with causing an accident while driving recklessly (referred to as a "due care collision"). The case was later dismissed by the District Attorney's Office.[2]

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The Department framed a single allegation under **General Order 103.08: Criminal Conduct Prohibited**. This allegation was sustained based on the available evidence, including the non-sworn employee's own admissions during both his arrest and subsequent administrative interview. These admissions, and evidence collected on-scene, established that he had engaged in criminal conduct by operating a vehicle while intoxicated and without due regard, in violation of Departmental policy.

Outcome: Discipline or Other Action

At the time of the incident, the non-sworn employee was serving in a probationary capacity. Although there were no prior instances of documented misconduct or other noted performance deficiencies, City leadership determined that termination was appropriate considering the seriousness of the incident and the employee's probationary status.[3]

[1] It was later determined that he was driving a vehicle borrowed from a family member.

[2] The Department informed us that it is unclear why the case was dismissed.

[3] Generally, probationers have fewer due process rights than established employees, which facilitated the separation.

OIR Group Review

LCPD provided OIR Group with the case file for review of the available evidence, which included the crash report and all related body-worn camera footage. The investigation was thorough, and presented evidence that convincingly supported the findings.

We noted that the non-sworn employee was initially placed on administrative leave following the incident but was permitted to return to duty shortly thereafter. Upon inquiry, we were advised that this decision was based on the employee's consistently effective job performance and the determination by LCPD leadership that he could continue to carry out his responsibilities.[4] Given the nature of the employee's role and the absence of any indication that his continued presence posed a risk to ongoing investigative processes or department operations, we found that the decision to allow his return to duty was reasonable and within the Department's administrative discretion.

Along with these points of concurrence, we also considered the initial scene response to be worthy of mention. The body-worn camera recordings captured the first responding officer's control of the extensive crash scene, including first checking on each victims' well-being, calling for medical aid, and directing other responding officers' actions. We also observed that the responding supervisor appropriately notified LCPD command staff of the incident upon his arrival. Recognizing the sensitivity of the situation, the supervisor offered to assume responsibility for the DWI investigation given that the individual involved was an LCPD employee. The initial responding officer indicated he was able to proceed and carried out the investigation in a professional and thorough manner. The responding officers' adherence to departmental DWI protocols reflected a commitment to impartial enforcement that we found commendable.

[4] The position held by the non-sworn employee included responsibilities that, at times, involved operating a City vehicle. However, in this case, the employee did not drive a City vehicle as part of his assigned duties. The conditions of his release permitted him to drive his personal vehicle to and from work, and no modifications to his work assignment were deemed necessary.

Additionally, while LCPD has the authority to mandate participation in the Employee Assistance Program (EAP) in response to drug of alcohol-related *on-duty* misconduct, that authority does not extend to incidents occurring off duty. Notwithstanding this limitation, the employee independently chose to seek professional help.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review conducted by the OIR Group.

6510 Spring Street #613
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TO: City of Las Cruces
FROM: OIR Group
DATE: July 16, 2025
RE: Review of Administrative Investigation – #2025II–002

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation after its regular protocol for the supervisory review of vehicle pursuits determined that one or more aspects of a recent pursuit were out of policy.

OIR Group received the case file on June 5, 2025.

Case Summary

A woman contacted LCPD in the early evening to notify police that a vehicle of hers had just been stolen; she was physically following it and was able to provide detailed information as to location. Two LCPD officers in different cars (Officers 1 and 2) were in the area and soon located the vehicle in question, which was distinctive: it was a white truck that was towing a red trailer that carried the cab of another truck.

A third officer (Officer 3) in a third car was also nearby and spotted both the stolen truck and the two police vehicles. Officers attempted to initiate a traffic stop by activating

their emergency lights, but the suspect vehicle did not yield, and in fact continued in a dangerous manner without regard to red lights and traffic patterns, including driving on the wrong side of the road.

At that point, Officer 3 maintained a position behind the suspect vehicle as Officers 1 and 2 pulled over to the side of the road. Officer 3 provided radio updates as to what was occurring, and informed dispatch and his supervisor that he was going to turn around based on the lack of a rationale for continuing, per Department policy, with a pursuit.[1]

As events continued to unfold quickly, Officer 3 decided to maintain his following position in light of the potential danger that the suspect vehicle appeared to be posing. This soon became exacerbated by the cab that was on the trailer becoming unsecured; the cab fell behind the trailer and was being dragged by a strap as the stolen truck proceeded. This posed an additional collision threat (and in fact the cab did end up striking parked vehicles and a light pole while being dragged).

Based on the danger that the situation was presenting, Officer 3 requested, and a supervisor authorized, a resumption of a formal pursuit. Officer 3 followed accordingly, and was joined by Officers 1 and 2 as backup.

Shortly thereafter, the cab detached completely from the trailer and came to a stop. At that point, Officer 3 decided to terminate the pursuit. He and Officers 1 and 2 went back along the route to address the aftermath of the incident.

The pursuit was subsequently reviewed by a supervisor in keeping with normal Department practice. That supervisor concluded in a written memo that the pursuit had been unreasonable and accordingly out of policy. This was primarily because of Officer 3's uninterrupted travel behind the suspect vehicle in the brief interim period between his own initially communicated decision not to pursue and the subsequent updating of information about the cab that justified the supervisor's approval of a pursuit. A second factor was the participation of Officer 2 in the pursuit that ultimately occurred, since his unit constituted an unauthorized third vehicle.

The review memo was the precursor to a formal administrative investigation.

[1] Consistent with state law, the Department's threshold for an authorized vehicle pursuit is a restrictive one.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The investigation was framed with Officer 3 as the primary subject for his actions as the lead officer and decision-maker during the incident. These actions were assessed in relation to two relevant policies.

The first was **General Order 208.11 Vehicle Pursuits – Following Vehicles.** This policy prohibits continuing to follow a vehicle after the termination of a pursuit, in light of the overlapping dangers between following (especially at high speeds) and a pursuit itself – an overlap that seemingly negates the rationale for terminating in the first place. Though the initial supervisory memo cited this as having been applicable to this incident, the investigation reached a different result. The officer's detailed explanation for his actions, the rapidly evolving nature of the incident, and the continued (and accurate) radio updates being provided to his supervisor in real time were cited as factors in this determination. The formal finding to the allegation was "Exonerated."

Similarly, Officer 3 was "Exonerated" in relation to **General Order 208.02: Vehicle Pursuits,** which establishes the threshold of suspect behavior which must be met in order for a pursuit to be authorized. This includes the reasonable belief by an officer that the suspect "poses a clear and immediate threat of death or serious bodily injury to others." The policy also includes a balancing test that is meant to consider the inherent danger of pursuit activity itself in relation to the threat posed by the suspect if allowed to continue without apprehension. Here, the unusual circumstance of the loose cab had a significant effect on the analysis – for Officer 3 in real time as well as in considering whether policy had been violated. Notably, when that circumstance no longer applied, Officer 3 had stopped the pursuit on his own initiative.

Officer 2's decision to join the pursuit without authorization was in potential violation of **General Order 208.09: Vehicle Pursuits (Number of Police Vehicles Involved in a Pursuit).** The stated "default" limit is two cars, and Officer 2 was third – a fact he readily acknowledged. This allegation was "Sustained."

Once the investigation was initiated, the Department identified an "ancillary issue" with policy implications for Officers 1 and 2. Review of the available evidence established that both officers had been slow to activate their body-worn camera recordings as the incident unfolded, though they both eventually did. The delayed activation was found to be "Sustained" as a violation of **General Order 151.01: Recording Devices**

Outcome: Discipline or Other Action

Both Officers 1 and 2 had prior violations in their performance history, but none related to the issues identified for each of them in this case. They both received an appropriate consequence, with Officer 2's discipline being slightly more severe in light of the two policies he was found to have violated.

OIR Group Review

LCPD provided OIR Group with the investigative materials for this case, which included reports, the original vehicle pursuit review memo, interviews with the three officers as well as camera recordings – including a private surveillance recording that depicted the suspect and officer vehicles for a portion of the pursuit.

As noted above, this case was initiated with a preliminary finding (in the standard review of every vehicle pursuit) by a supervisor that the officers' actions had been out of policy. But this assessment, instead of being definitive, essentially became the basis for a referral prompting further, more in-depth investigation. The officer's explanations during formal interviews of their respective thought processes were a key addition, and obviously contributed to the final outcomes – with which we concurred. The lead officer's video recording captured his thoughtful, evolving decision-making in relation to an unusual circumstance, and it was notable that he "self-terminated" on two different occasions in the incident.

We endorse the careful scrutiny that the Department gives to vehicle pursuits, which are recognized as being inherently dangerous and are regulated accordingly. And, as we have noted approvingly in the past, LCPD did a good job here of recognizing and addressing peripheral elements of officer performance (in this case, the gap in body-worn camera activation by two of the involved officers).

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review conducted by the OIR Group.

6510 Spring Street #613
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323-821-0586
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: June 12, 2025
RE: Review of Administrative Investigation – #2025II-004

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this Internal Affairs case after an arrest – and minor use of force – turned out to be predicated on an officer's mistake.

OIR Group received the case file on May 12, 2025.

Case Summary

Officer 1 conducted a traffic stop based on what he considered to be erratic driving behavior on the part of a motorist. That driver, a man in his sixties, was unhappy about being detained and was slightly contentious. Officers 2 and 3 also arrived at the scene.

Officer 1 gained further information after running a check on the man's driver's license. At that point, he was under the impression that the man was "122G" – a reference to New Mexico law that stipulates when a person is arrestable in conjunction with being stopped for a Vehicle Code violation.

One of these relates to having a license that was suspended or revoked in conjunction with a conviction for driving while impaired. After discussing the status with the other officers on scene, Officer 1 formed the intention of arresting the driver based on this understanding.

The man was uncooperative with officer instructions to get out of his car, and eventually Officer 1 took hold of his wrist and arm. After some struggle, the officers were able to extract the man, bring him to the ground, handcuff him, and take him into custody without further incident.

However, it turned out that the initial premise for the arrest was mistaken: the man had an "interlock" device in the car that satisfied a required condition for allowing him to drive legally.[1] His actual license status was "Valid-Revoked" – a category that the officer was not familiar with and misunderstood. Though the driver tried to show his device and assert his ability to drive legally, the misunderstanding had persisted.

Eventually, the man's recalcitrance and physical resistance when instructed to exit the vehicle became the basis for its own charge.[2] He was brought to the station and eventually booked at the jail facility.

Later in the shift, the supervisor who had come out to the scene became aware of the man's authorization to drive. In light of this, that violation was not pursued. However, the resisting charge was initially presented to a prosecuting authority before ultimately being dismissed a few weeks later.[3]

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The Department directed its investigation into possible policy violations at all three officers who were originally involved with the call.

[1] These devices work with the vehicle's ignition to require a successful breathalyzer test before operability.

[2] Only about four minutes passed between the initial contact and the arrest.

[3] Our understanding is that the Department, having identified concerns with the arrest as part of its administrative review procedures, reached out to the prosecuting authority to explain that the charge should be dropped.

Officer 1 was scrutinized for the written report he ultimately prepared in conjunction with the incident. Pursuant to **General Order 141.02(A): Police Reports – Accuracy and Thoroughness**, officers are expected to "include all pertinent information" in an official report. It was determined that Officer 1's report failed to put proper emphasis on the true basis for his initial decision to remove the man from the vehicle; namely, the erroneous assumption about his ability to legally drive. The allegation was "Sustained."

Officer 1 was also the focus of an allegation relating to **General Order 231.03(A): Physical Arrest – Authority to Arrest.** This policy focuses on the "probable cause" requirement for a lawful arrest. Here, there was factual lack of criminality on the part of the driver who was arrested; moreover, Officer 1's mistaken understanding was considered not exculpatory, given that the standards should have been known to him and that he should have taken more effective advantage of the relevant information about the locking device that the man tried to provide. The allegation was "Sustained."

Officer 1 was also alleged to have violated **General Order 255.04 (B)(1)(2)(c): Use of Force – Levels of Force.** While the force itself was minor in nature, the Department found that the flawed premise for taking the subject into custody rendered the physical contact inherently unreasonable. (It also cited the lack of de-escalation, in light of the failure to engage with the man on the subject of his locking device.) The allegation was "Sustained."

Given the finding that Officer 1's force had been unreasonable, Officers 2 and 3's role in the incident was assessed in light of a related policy: **General Order 255.04 (E)(1)(2): Use of Force,** which highlights the "duty to intercede" and requires officers who are witnessing improper force to take action to stop it. The outcome – "Not Sustained" – was based on the finding that they did not realize until a subsequent point that the underlying arrest lacked validity, insofar as they were relying on information provided to them by Officer 1.[4]

Outcome: Discipline or Other Action

Officer 1 was the only subject who was found to have violated policy. He had no prior administrative cases. He received a disciplinary consequence for the misconduct

[4] It was later established that Officers 2 and 3 had varying levels of awareness as to the possible presence of an interlock device, but in their minds the (mischaracterized) license status took precedence, and they were focused on safely taking the recalcitrant driver into custody.

identified in the investigation. His probationary period as a new officer to the agency was also extended.

OIR Group Review

LCPD provided OIR Group with the case file for review of the available evidence, which included body-worn camera recordings, reports, and interviews with the involved personnel. The investigation had several strong points in assessing how the misunderstanding occurred and what the implications of it were. The accountability for Officer 1 seemed appropriate in light of the overall circumstances – including his relative inexperience.

In reviewing the incident ourselves, we were disappointed that the supervisor who responded to the scene did not play a stronger role in rectifying the situation. After his initial conversation with the officers, he went back to the station and made inquiries that established the error by Officer 1. Though he clarified this with the officer, he did not take the next step of sufficiently questioning – and working to undo – the resisting charge that stemmed from the man's refusal to exit the car and the subsequent struggle to handcuff him.

Instead, as he explained as a witness to the case, he was satisfied with Officer 1's explanation that his intent in removing the man was to further his investigation of the vehicle and its equipment, as opposed to initiating an arrest. This arguably should have been pursued by the supervisor to a greater extent – as it later was in the administrative investigation.

In fact, the investigation established that the officer did in fact go to the vehicle with the intent to arrest the man and in the belief that he had legal authority to do so – an understanding that was shared by his backup officers and evident from their approach. Again, as the Department later rightly determined, this undermined the legitimacy of both the use of force and the resisting charge that followed.

This left the question of Officer 1's version of events in his original arrest report. While different factors that he cited about the driver were true, his report stated that his purpose in having the driver get out was to continue his investigation – and omitted any reference to his belief that the man was already arrestable. When questioned in his administrative interview, the officer explained that he wrote the report after getting clarification about the license issue, that he was preoccupied with the mistake, and that it led him to emphasize the other factors in order to support what eventually occurred.

LCPD chose to address this shortcoming in the form of the allegation about "accuracy and thoroughness" in report writing, as opposed to framing it in terms of false statements or truthfulness. This approach established accountability while seemingly providing leeway to the officer. Our sense is that mitigating circumstances, including the officers' inexperience and the lack of effective supervisorial intervention, played a role in that decision.

A similar exercise of discretion occurred during the administrative interview itself, when the investigator cautioned the officer about not compounding an initial mistake by insisting on a version of events that was not corroborated by other evidence. This was an interesting choice – and one that surely provided useful guidance to a young officer who might otherwise have increased his own culpability considerably. It also led to clear and credible answers going forward. [5]

There are counterarguments to this tactic. One is that the obligation to be truthful is both intrinsically clear and cited at the outset of the interview; a second relates to the definitional role of the investigator as neutral fact-gather.

To his credit, the investigator fully acknowledged this aspect of the interview – including it in the recording and specifically acknowledging it in the case memorandum. But we take this opportunity to note the approach ourselves, and encourage the Department to consider its advantages and disadvantages, and to provide clear guidance to investigators accordingly.

We were also struck by the *numerous* opportunities for remedial intervention that the case produced, from the dispatcher to the involved officers to the supervisor. As usual, our hope is that these non-disciplinary but significant issues were identified and addressed constructively. And we specifically encourage the Department to ensure that all patrol officers are well-versed on the state legal standards that created confusion in this matter.

RECOMMENDATION 1

LCPD should provide officers with a training bulletin or other instruction to address the different driver-eligibility provisions within New Mexico state law.

[5] Significantly, none of the officers in the case chose to exercise their right to be accompanied by a representative for their administrative interviews. This could have been a helpful resource.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review conducted by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: August 18, 2025
RE: Review of Administrative Investigation – #2025II–006

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation when its initial supervisory review of a vehicle pursuit identified potential violations of LCPD policy.

Case Summary

Activity at a large outdoor party devolved into a report of multiple shots fired in the early morning hours. A supervisor was among the initial LCPD responders. As he approached the area, he noted a vehicle leaving the scene with its headlights off. He attempted to pull the car over, but the driver did not stop, and the supervisor began to follow. There were multiple people inside the suspect car.[1] The supervisor's lights were activated but the siren was not; he believed – mistakenly – that this somehow kept this enforcement action from being a "pursuit." He later did activate the siren for a

[1] This is recognized as a risk factor that, in effect, "raises the bar" for continuing a pursuit per policy.

period of time, and apparently went through more than one red light, but still would go on to assert that he was following or tracking rather than "pursuing" within the meaning of the policy.[2]

Two other LCPD units were in the area and eventually became part of the de facto pursuit. The supervisor followed the suspect vehicle for approximately three minutes, during which time that car collided with a median and blew a tire but kept moving. The supervisor ultimately terminated the pursuit based on additional radio traffic from officers at the scene of the party; their updated information caused him to reconsider his assumption that the suspect vehicle had in fact been involved in the shooting incident. However, he subsequently located the vehicle (which was parked on the side of the road and unoccupied). After consultation with another supervisor, he decided to impound the car and put a hold on it in furtherance of his investigation.

The Department conducted an initial review of the pursuit in keeping with its standard practice.[3] The responsible supervisor determined that there were potentially violations of policy that had occurred, and the matter was forwarded for an administrative investigation. Several additional policy concerns were noted and pursued as part of that process.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The three employees (the supervisor, Officer 1, and Officer 2) who ultimately involved in the pursuit were all named as subjects of the investigation. All were alleged to have violated **General Order 208.02 Pursuits**, which provides the detailed parameters within which a vehicle pursuit can be initiated and then continued. The allegation was "Sustained" as to the supervisor, who lacked a sufficient basis for initiating a pursuit per the Department's policy. This was because he did not have enough evidence to associate the vehicle he pursued with the shooting. His attempt to characterize his actions (which at times included the use of lights and sirens) as merely "following" was not considered exculpatory.[4] In recognition of Officers 1 and 2 having a lesser role, and obviously being subordinate to the supervisor whom they were assisting, the

[2] By the time of his administrative interview, he straightforwardly acknowledged his misperception, which he attributed to "ignorance."

[3]The incident itself had come under additional scrutiny in the process of assisting the registered owner in re-claiming her vehicle.

Department determined that this allegation should be "Not Sustained" as to their involvement.

Another issue in the pursuit was whether the supervisor had violated **General Order 208.14 Pursuits: Supervisor Duties**, which frames the expectation that supervisors will play a managerial rather than lead role. The outcome was "Exonerated," based on the evidence the supervisor had been focused on his own actions as the initiating vehicle, and that the two officers who joined had not alerted him by radio to their presence (thus not providing him with the opportunity to shift responsibility).

Officer 2 was driving the second car that joined the supervisor during the pursuit (making a total of three); the investigation established that he did so on his own initiative and without authorization as required by **General Order 208.09 Pursuits: Number of Vehicles Involved in a Pursuit.** This allegation was "Sustained."

Another identified shortcoming related to reporting responsibility. The supervisor did not complete the required report prior to the end of his shift, in violation of **General Order 208.15 (A) Reporting and Administrative Review of Pursuits.** Although this was another byproduct of his mistaken assumption that his driving activity did not constitute a pursuit, this was not considered a valid excuse, and the allegation was "Sustained."

Reporting lapses by Officers 1 and 2 were assessed under two other policy sections. The first, **General Order 141.03: Submission of Reports** related to their shared failure to write reports about their own involvement in the incident until directed to do so nearly two weeks later. This was "Sustained" as to both.

The second, **General Order 141.02 Reports: Accuracy and Thoroughness** addressed identified insufficiencies in the reports that were ultimately produced, not only by Officers 1 and 2 but also by the supervisor. All three employees were found to have violated this policy, and the allegation was accordingly "Sustained."

The Department also assessed the supervisor's eventual decision to tow the vehicle that he had suspected (without adequate basis) to have been involved in the shooting. **General Order 270.01: Towing and Impounding Vehicles – Procedures** establishes the requirements for taking such a step, and stresses the appeal of using alternative measures when available. The investigation determined that the supervisor's actions violated this policy, and the allegation was "Sustained."[5]

[5] The supervisor consulted with a peer at the scene, who also seemed to support the idea of the tow and hold. Though ultimate responsibility seems to have been placed appropriately, the other supervisor's apparent misunderstanding of expectations also merits attention.

During the course of the investigation the evidence established that both the supervisor and Officer 2 had deviated from expectations regarding the activation of their respective body-worn cameras. The Department expanded its investigation to incorporate references to **General Order 151.01: Recording Devices – Procedures**. The allegation was "Sustained" as to both employees.

Outcome: Discipline or Other Action

Officer 1 had no prior disciplinary history. He received a formal consequence for his actions. Officer 2 received the same outcome; his one prior sustained violation was report writing issues (one of the bases for a sustained allegation here).

Relatively recently, the supervisor had prior discipline for pursuit-related activity. With this as an additional consideration, he received a more significant sanction than his subordinates in light of the relative gravity and number of the sustained allegations against him in this matter.

Related training was also recommended for the personnel in this case.

OIR Group Review

The core of this incident was the misguided decision by the supervisor to engage in a vehicle pursuit that lacked the proper foundation for doing so (and without his apparent awareness). The other missteps – and there were several – were outgrowths of this initial mistake. While the supervisor's intentions were good[6], and his assumption about the vehicle's involvement was understandable, there were aspects of the decision-making that were obviously concerning. A fundamental grasp of vehicle pursuit policy is obviously a baseline expectation for line level officers – and all the more applicable to supervisors in terms of legitimate Department expectations. He also seemed to lack the expected situational awareness in terms of the two other officers who joined in.

Fortunately, the Department recognized these issues in their entirety, and seems to have addressed them appropriately. This is the second case we've reviewed in recent

[6] While the preference is obviously for supervisors to focus on supervising, Department leadership conveyed to us that engaging in a direct enforcement role when called upon by circumstances is within the realm of appropriate action by supervisors in the field.

weeks to deal with an administrative investigation in the aftermath of a vehicle pursuit.[7] Both were referred to Internal Affairs after thoughtful concerns about potential policy violations were raised during the initial supervisory review process that is standard in the agency. While the officers in that other case were cleared (appropriately) of any wrongdoing by the more in-depth investigation, the layers of process that LCPD has devoted to this important area of operations are an encouraging reflection of the Department's focus on it.

We found the outcomes (at both the allegation and consequence levels) to be appropriate, and commend LCPD for its approach to scrutiny of and accountability for pursuit incidents. Moreover, as we have noted before, the Department's thoroughness in identifying and addressing collateral issues after opening an administrative investigation is a sound practice that was very much reflected in this matter.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this incident by the OIR Group.

[7] *See* Case #2025II-002.

6510 Spring Street #613
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TO: City of Las Cruces
FROM: OIR Group
DATE: August 6, 2025
RE: Review of Administrative Investigation – #2025II–007

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative review after discovering gaps in the proper submission of evidence after a use of force incident.

OIR Group received the case file on June 25, 2025.

Case Summary

An LCPD officer (Officer 1) responded to the scene in the aftermath of a use of force incident and was directed to assist with evidence collection. This took the specific form of gathering witness information and taking photographs. It happened to be his last day as a trainee, and his training officer (Officer 2) directed him to make sure he had properly documented and submitted the evidence prior to the end of his shift and the start of his scheduled days off. Officer 2 assumed that this would occur, but did not confirm it. As it turned out, Officer 1 neglected to accomplish these tasks in what was apparently an unintentional oversight.

When the gaps were noticed by supervisors the following day, both officers were contacted and asked about the missing evidence. Officer 1 eventually was able to rectify the problem within a few hours (a process that included his returning to Las Cruces from a personal trip out of town.) But during the varied communications that occurred in that time, a separate issue emerged: Officer 2 told a supervisor that his understanding from speaking with Officer 1 was that Officer 1 had uploaded the photos had the night before, but had not properly tagged them in Evidence.com, the Department's evidence collection software program. This, however, did not align with the system's metadata that was readily discernible – raising the question of whether Officer 1 had made a false statement to his training officer when he stated that the photos had been uploaded.

LCPD management initiated an administrative issue to address both the performance shortcomings and the potential misrepresentation.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The only subject in the investigation was Officer 1.

His initial failure to include the witness information in his report was addressed under **General Order 141.02(A): Police Reports – Accuracy and Thoroughness.** The allegation was "Sustained".

Similarly, his failure to upload the photographs also led to a sustained policy violation, this time for **General Order 300.10: Evidence and Property.** That policy obligates officers to "safeguard and submit" evidence in their possession prior to going off-duty.

His alleged misleading comment to Officer 2 was addressed under **General Order 103.07(A)(C): Police Reports – Truthfulness.** Though the investigation, the Department determined that the lack of corroborating proof of an intentional misrepresentation meant that this allegation should be "Unfounded."

Outcome: Discipline or Other Action

Officer 1 did not have a similar performance issue in his brief history with the Department. He received a formal disciplinary consequence that took this into consideration.

OIR Group Review

LCPD provided OIR Group with the investigative materials for this case, which included interviews with three witnesses as well as Officer 1 himself. The performance shortcomings as to evidence submission were clearly established and acknowledged by Officer 1, and the sustained findings followed accordingly.

As to the more sensitive issue of truthfulness, the Department's thorough efforts to investigate the concern were noteworthy. The comment at issue was allegedly made off-duty and in the context of a quick telephone conversation[1], and it did not have a substantive effect on the formal documentation of the underlying incident. Still, any potential deviation from complete honesty warrants scrutiny, and LCPD's rigorous investigation helps to reinforce that important message.

We agreed that the evidence did not definitively establish an intentional false statement. There was no recording of the call where the concerning comment was allegedly made. Moreover, text messages between the officers were inconclusive, and a supervisor to whom Officer 1 spoke on the night in question claimed that Officer 1 had been accurate in acknowledging a mistake and accepting responsibility.

But Officer 2's version of events[2] was significantly more detailed and convincing than Officer 1's assertion that he did not "recall" having described his actions in that way.[3]

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[1] Phone records showed a flurry of exchanges between Officer 2 and Officer 1 on the day after the incident in the field, and within a brief window of time. The longest of the phone calls, however, was less than a minute.

[2] Officer 2's original assertions to supervisors in real time had been intended as explanation and not accusation against his colleague.

[3] To the Department's credit, the interviews occurred within about 10 days of the events at issue; we have commented previously on the positive influence of timeliness when it comes to credibility assessments.

Accordingly, our sense was that a "Not Sustained" finding, which means that the allegation could not be definitely proven or disproven, would have been a more apt conclusion than the more decisive "Unfounded" that was chosen.

Overall, the Department's handling of this incident was effective. It resulted in formal accountability and held its personnel to a high standard in a foundational aspect of police legitimacy: truthfulness in all matters relating to one's professional responsibilities.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this incident by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: September 25, 2025
RE: Review of Administrative Investigation – #2025II–009

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation after a civilian administrator told management about an off-duty incident that one of her subordinates (also a civilian employee of the agency) had been involved with. It had involved a contact with LCPD patrol officers in the aftermath of a physical clash with bouncers at a local bar.

OIR Group received the case file on July 15, 2025.

Case Summary

The male civilian employee (referenced herein as "man") who would go on to be the subject of this investigation went to a popular bar in Las Cruces in the late evening hours. There turned out to a long line of people waiting to be admitted. As he later explained it, the man moved toward the front of the line in order to gain access to an ATM machine inside the establishment; he claimed his intention was to get cash (which was needed as a payment method to enter) and then return to his rightful place in line.

However, as he took a position and waited for a turn at the ATM, his actions were interpreted by the people right behind him as an effort to cut the line for entry. They clashed verbally over this issue, and then a member of their group summoned a bouncer from the bar. The bouncer directed the man to leave the line in a manner he found offensive, while insisting his intention was just to use the ATM. Soon thereafter, the bouncer shoved the man back, causing him to fall to the ground and sustain injuries that included a bleeding cut to the chin.

The man got up, attempted to re-engage in some way[1], and then was physically struck by a second bouncer. The man then left the line, walked out into the parking lot, and called 911 to report what he believed was a battery against him.

An LCPD officer, Officer #1 responded, met with the civilian employee to get an initial version of events, and then went inside the bar to investigate further. This included speaking with a manager, the two involved bouncers, and a witness who described himself as the person waiting in line when the civilian employee cut in front of him. He also looked at surveillance camera recordings, but these were inconclusive because of the blocked angle at which the conflict had occurred.

The versions offered by the other involved parties were essentially aligned with each other, and differed markedly from the civilian employee in terms of assessing blame for the encounter as well as some of its particulars. Officer #1 eventually determined that there was not a basis to pursue criminal charges against either of the bouncers.

He went back out the parking lot to speak with the civilian employee, who had summoned the police in the belief he was a victim, and explained his findings. He said he would document the incident in a report but did not have a basis for alleging a crime. This was disappointing to the civilian employee, who expressed this in the form of both substantive argument and belittling commentary. The latter included making repeated reference to the officer as "fucking useless" and calling him a "piece of shit." He also indicated that he intended to file a complaint against Officer # 1, who told him politely he was welcome to do so.

That apparently did not happen. However, for whatever reason, he went on to verbally share details of the incident with his supervisor (including a passing acknowledgement of his own conduct toward the officer) upon returning to work. Her subsequent outreach to management became the basis for the investigation *against* him.

[1] Versions differed as to the civilian employee's level of aggression.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The potential policy violation at issue related to **General Order 103.04 Code of Conduct: General Standards of Conduct.** This applies to both on- and off-duty behavior, and sets out the expectation that employees will avoid "unbecoming" or "detrimental" conduct, and will treat others respectfully. The Department found that the civilian employee's interactions with Officer # 1, which were reflected in body-worn camera recordings and not disputed by the man, implicated this policy. The allegation was "sustained."

Outcome: Discipline or Other Action

The civilian employee had no prior disciplinary history. He received a formal consequence for his actions.

OIR Group Review

This investigation was relatively straightforward, since the body-worn camera recordings captured the relevant interactions with clarity. An administrative interview with the subject employee provided context about the reasons for his frustration and the effects of his injuries on his temperament, but he acknowledged the comments were not appropriate.

In our view, the Department handled this matter effectively; we hope there was also a forum for the involved colleagues to resolve any lingering negativity.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough and objective review of this case completed by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: September 22, 2025
RE: Review of Administrative Investigation – #2025II–010

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation as an "in-house" referral after questions arose regarding a minor use of force.

OIR Group received the case file on August 22, 2025.

Case Summary

Two LCPD officers responded separately to a daytime call for service that alleged two males had made armed entry into a residence in order to rob it. The suspects had reportedly left the crime scene but were believed to still be in the area.

Officer 1 arrived first and began trailing an individual who was on foot and broadly matched the description of one of the suspects (all black clothing). He put out location information on the radio and got the impression that the person was trying to elude him.

Officer 2 was able to come from a different direction and spotted the man in all black, which caused him to get out of his car and approach. He directed the man to "Get on the fucking ground." When the man failed to comply, Officer 2 closed distance quickly, took the man to the ground, and worked to get him in handcuffs as the man asserted that he had not done anything. Officer 1 spotted both of them and moved in to assist, and the man was taken into custody.

The man had no discernible injury and declined medical treatment. After further investigation, the officers determined that they did not have a sufficient basis for arresting the man, and he was released at the scene.[1]

Issues arose during the supervisor review of this case that resulted in a more thorough investigative process and ultimately a formal administrative investigation. The first step in that process was an assessment of the incident by the "Force Review Cadre," a group of subject matter experts that the Department utilizes in a small subset of cases to provide additional scrutiny when concerns are flagged during the standard initial review.

One of the identified issues was unexpected gaps in the evidence: Officer 2 was late in deploying his body-worn camera (though it did engage seconds before the physical contact), and his written report about the incident was lacking in relevant detail. Along with implicating policy concerns in their own right, these lapses meant that Cadre could not reach a determination about the force without further information.

To obtain that information, the Cadre wrote out several questions for the involved officers. Internal Affairs then conducted formal interviews of both in order to get answers to those specific questions.

The Force Cadre used those responses to complete its work. A few weeks later, a second interview was conducted with Officer 2 to address the peripheral policy matters connected to his body-worn camera activation and his report.

[1] This occurred within fifteen minutes of the original detention; in the meantime, another arriving officer had made commendable efforts to calm the subject and explain why the detention had occurred.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The only subject in the investigation was Officer 2.

The use of force was formally evaluated pursuant to **General Order 255.02 (A)(1): Use of Force.** The Internal Affairs analysis aligned with the Cadre's ultimate conclusion: that Officer 2's force was a justified, reasonable response to the potential safety issues and the subject's initial lack of cooperation. He was therefore "Exonerated" of any allegation of related misconduct.

The delay between Officer 2's arrival on scene and his activation of his body-worn camera was approximately three minutes. This lapse, which he freely acknowledged in his second interview and did not have an explanation for, led to a "Sustained" violation of **General Order 151.01 (E): Recording Devices.**

The deficiencies in Officer 2's written report, which he also took responsibility for, were in violation of **General Order 141.02 (A): Police Reports – Accuracy and Thoroughness.** That allegation was also accordingly "Sustained."

Outcome: Discipline or Other Action

Officer 2 had one earlier administrative investigation, for an unrelated performance issue. As a result of the violations in this case, he was given a training referral and a low-level disciplinary consequence.

OIR Group Review

LCPD provided OIR Group with the investigative materials for this case, which included body-worn camera recordings, interviews, and the Use of Force Review memo that had accompanied the administrative investigation into possible misconduct.

We remain impressed with the concept of the Force Review Cadre and the thoughtful work that the group produces. The issue-spotting here was thorough and effective, insofar as several concerns meriting follow-up were identified. The force itself was minor and non-injurious, and the conclusion that it had been justified under the totality of the circumstances was at least defensible if not entirely persuasive.

We recognize that Officer 2 was working off incomplete information, had been told by Officer 1 over the radio about suspicious conduct by this individual, and was in the context of responding to a serious crime involving weapons. His focus on the subject and his attempt to detain him was understandable.

However, Officer 2's *reported* version of events seemed to deviate in noteworthy ways from the (delayed) body-worn camera recording.

- Officer 2's report describes giving the subject commands and then telling him that he matched the description of a robbery suspect as the man continued walking away. The video, however, shows him ordering the subject to the ground (with a profanity) and then immediately closing distance and knocking him down. The subject does not appear to be moving away from him or resisting before the takedown – in part because he doesn't have time to.[2]
- As the Force Cadre memo notes, the takedown itself looks more like a simple body check than the claimed leg sweep.
- Once on the ground, the subject does not appear to physically resist the handcuffing process (though he is vocally confused and perturbed by the officer's actions). But the report describes continued resistance. (This was also noted in the Force Cadre memo.)

These discrepancies were odd at the very least;[3] at worst, they suggest an effort by the officer to put a better gloss on an erroneous use of force. We were struck especially by the gap between claimed efforts at gaining compliance verbally and the seeming reality of a precipitous physical engagement.

In our view, additional accountability through the discipline process was arguably warranted here, perhaps through a more rigorous assessment of the "accuracy" of reporting than what occurred. (The second interview seemed more focused on the "thoroughness" aspect of the relevant policy, and did not really delve into Officer 2's efforts at verbal de-escalation – or the lack thereof.) But our greater hope is that the

[2] And, in fact, on the video, the man repeatedly says, "You didn't say nothing!" after being put in cuffs. While it is possible that relevant statements by Officer 2 preceded the start of the recording, that was not confirmed in the investigation.

[3] Neither a sweep or a push was more or less appropriate to the circumstances, so any inaccuracy would seemingly be a simple mistake.

Force Cadre memo's identification of several performance concerns was a starting point for remediation that did not end with the findings in the Internal Affairs case.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough and objective review of this case completed by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
323-821-0586
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: August 7, 2025
RE: Review of Administrative Investigation #2025II-013

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation after a supervisor learned that an officer had consumed alcohol while on duty.

OIR Group received the completed IA case file on July 15, 2025.

Case Summary

While on his lunch break from patrol duties, an LCPD officer consumed alcohol. The officer then reported to the Academy to assist with cadet firearms training as was part of his special assignment.[1] Before entering the training area, the officer rendered his firearm safe per protocol.

[1] This was approved in advance by his chain of command, as is LCPD's usual protocol for officers who have ancillary duties or special assignments.

Almost immediately, two supervisors noticed the odor of alcohol on the officer's breath. The officer initially denied having been drinking but then admitted that he had consumed alcohol while on lunch. A supervisor directed him to take an alcohol test, which he did. While the test results were under the legal limit, they did show the presence of alcohol in the officer's system.

The supervisor advised command staff, who placed the officer on administrative leave effective immediately. LCPD initiated an investigation.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

LCPD opened a formal investigation into the complaint. Internal Affairs framed the following allegations:

1. **General Order 103: Code of Conduct – Criminal Conduct.** While the investigation showed that the officer was drinking on duty, the Department noted that there was insufficient evidence to prove that his actions rose to the level of *criminal* conduct: when he was tested, the officer was under the legal limit for both driving and carrying a firearm. The Department opted to find this allegation to be "not sustained," meaning that there was insufficient evidence to prove or disprove it.

2. **General Order 103: Code of Conduct – Conduct Unbecoming.** The Department determined that the officer was a poor mentor to cadets on the day in question, and that his actions displayed poor judgement and conduct unbecoming an officer. As such, he did violate the code of conduct. The Department sustained this allegation.

3. **City Manager Policy 8.1 – Substance Abuse Prevention.** This City policy prohibits employees from consuming alcoholic beverages while on duty, including while on meal breaks if the employee is expected to return to work after the break. The investigation showed sufficient evidence that the officer had consumed alcohol while on duty, and the Department sustained this allegation.

LCPD also framed one allegation for violation of the Department's General Order related to consuming alcohol while on duty (**General Order 103.25**) but determined that

the allegation was better addressed by the City policy. The Department made no finding on this allegation.

Outcome: Discipline or Other Action

After reviewing the officer's personnel file, the Department issued discipline beyond the City's standards for substance abuse-related violations and removed the officer from a special assignment. Upon return to work, the officer will also be required to adhere to the City's protocol for assessment and follow-up and must demonstrate compliance with all return-to-work conditions.

OIR Group Review

The OIR Group reviewed this investigation and found it to be thorough and complete. The officer's consumption of alcohol while on duty, though below the legal threshold for criminality, clearly constituted a breach of professional standards and City and Departmental policies. Operating a Department vehicle after consuming alcohol, particularly while in uniform and publicly identifiable as a law enforcement officer, raised concerns about liability exposure and officer safety. This was further compounded by his interaction, however limited, with cadets as a training officer.

As for the outcomes, we concurred with the Department's overall resolution of the individual policy issues. However, we were initially puzzled by the finding of "not sustained" for the first allegation: while the investigation confirmed that the officer consumed alcohol while on duty, the specific allegation under review concerned criminal conduct, which LCPD determined had not occurred. Accordingly, our initial sense was that a more definitive determination of "Unfounded" was appropriate.

It is true that both choices have the same bottom-line implications for employees in terms of not establishing a violation (and thereby precluding any related discipline). Nonetheless, we have encouraged the Department in past cases to be as accurate as possible in choosing among the given options for disposition of individual allegations. The nuances can indeed matter as a reflection of both investigative rigor and the Department's best understanding of what occurred (or didn't) in a particular case.

Our understanding is that the Department's choice here was conscious one. Because the act of drinking on duty raised legitimate concerns about judgment, fitness for duty, and public trust, and with the acknowledged driving behavior another potential issue,

the Department opted not to exonerate the officer entirely on this allegation. By issuing a “not sustained” finding, the Department acknowledged the seriousness of the conduct without overstating its legal implications. We found this to be reasonable.

Overall, the Department’s approach, both by supervisors in the moment and through administrative investigation, balanced accountability and officer wellness; the resulting outcome was both corrective and supportive in a way that we endorse. At the same time, the ongoing challenges this officer may face are also worthy of continued attention – as LCPD leadership recognizes. We recommend that the "return-to-work" protocol established by the City for circumstances such as this be reinforced by supervisory follow-up and support from the Department.

RECOMMENDATION 1

LCPD should reinforce the City’s directed return-to-work protocol with supervisory follow-up and support from the Department.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough investigation completed by the OIR Group. We agree with the recommendation given in this case and will ensure consistent follow-up of the involved employee.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: September 25, 2025
RE: Review of Administrative Investigation – #2025II–014

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative review after receiving a complaint that an officer had engaged in explicit inappropriate behavior while working off-duty at a local department store.

OIR Group received the case file on September 3, 2025.

Case Summary

An LCPD officer was authorized to work an off-duty security assignment in uniform at a local department store. A store manager received an anonymous complaint that this officer was observed engaging in a sexual act with a store employee and forwarded the complaint to an LCPD supervisor. The supervisor reported this to his chain of command, who directed the incident to Internal Affairs for a formal investigation.

Internal Affairs launched an investigation, during which both parties divulged that they were having a relationship, and that this had included at least one consensual sexual

act while both were on assignment in the store and at least one while the officer was in uniform on an extra-duty assignment.[1]

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

LCPD opened a formal investigation into the complaint. Internal Affairs framed three allegations:

1. **General Order 103.01: Unsatisfactory Performance –** This policy section states that "unsatisfactory performance" of an officer's duties includes personal conduct that interferes with the proper performance of an employee's duties. In this case, LCPD determined that the officer's decision to engage in at least two sexual encounters while working off- and extra-duty shifts interfered with the performance of his duties, and, further, that in doing so, he disregarded the trust and responsibility given to him by the Department and members of the public. The Department sustained this allegation.

2. **General Order 103.28: Conduct Unbecoming** – This policy section states that employees shall not conduct themselves in a manner that would bring discredit to the Department, whether on- or off-duty. The Department concluded that the officer's behavior was clearly unbecoming, and that it diminished the relationship between LCPD, the local department store, and the public. The Department sustained this allegation.

3. **General Order 155.03: Conditions to Off- and Extra-Duty Assignments** – This policy section states that employees must adhere to all Department rules and policies while serving off-duty and/or extra-duty assignments, and that violation of this policy may result in disciplinary action and/or loss of approval to work these assignments. The Department concluded that the officer had violated the terms of off-duty/extra-duty assignments and sustained this allegation.

[1] "Off-duty assignments" refer to work that officers perform outside their regular scheduled hours, typically for private entities, while still wearing their uniform and exercising police authority. "Extra-duty assignments" are typically department-sanctioned roles that fall outside an officer's regular schedule but are coordinated directly by the agency. These may include assignments such as traffic control at public events, school security, or city-sponsored activities.

Outcome: Discipline or Other Action

Immediately upon receipt of the complaint, the Department suspended the officer's off-duty and extra-duty assignments. Upon completion of the investigation, review of his personnel file (which showed no similar performance issues) and a hearing with the Chief, the Department imposed formal disciplinary consequences, which included involuntary modifications to his assignment.

The Department also reported this sustained misconduct to the Department of Public Safety per state law.

OIR Group Review

LCPD provided OIR Group with the complete case file, including interviews with witnesses and the officer. We found the investigation to be sufficiently thorough and conducted with professionalism, especially given the sensitivity of the issue. Throughout the process, the officer demonstrated remorse and transparency, acknowledging the negative impact of his behavior on both his personal reputation and the Department's reputation.

Overall, we found that the disciplinary consequences were appropriately severe to prompt meaningful behavioral change, while still allowing for remediation and professional development.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough and objective review of this case completed by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: November 19, 2025
RE: Review of Administrative Investigation – #2025II–015

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation after the incident was flagged by a lieutenant reviewing outstanding arrest warrants.

OIR Group received the case file on November 5, 2025.

Case Summary

Officers 1 and 2 contacted a male that they believed to be the perpetrator of domestic violence at a grocery store. Because the male seemed intent on fleeing the scene, Officer 1 conducted a pat down search and placed the male into the rear of his police vehicle, unhandcuffed.[1] Moments later, Officer 1 advised Officer 2 that he was leaving his police vehicle unlocked and was going to continue his investigation by interviewing witnesses. He walked away to do so.

[1] Officer 1 later reported that he believed that the male was not under arrest, but that it was a "voluntary contact" in light of the uncertain status of his investigation.

Meanwhile, Officer 2 spoke with the female party near his police vehicle.

Officer 1 checked on the male, who said that he could not breathe. Officer 1 rolled down the police vehicle's rear window.

Officers 1 and 2 then both returned to speak with the female. Officer 1 then told Officer 2 that he would go inside the store to continue his investigation. He noted that he was leaving his police vehicle's door unlocked, and the officers briefly discussed placing the male in handcuffs. Ultimately, they did not, and Officer 1 went into the store.

Meanwhile, Officer 2 entered his own police vehicle to complete related paperwork. He was focused on his Mobile Data Terminal (MDT).

Around this time, the officers then both heard a dispatch call regarding a suspicious male running across the roadway at their location.

Officer 1 returned to his police vehicle to obtain pamphlets with domestic violence information for the female from his vehicle. He noticed that the male subject was no longer in the rear of his police vehicle. Officer 1 informed Officer 2 that the male was gone. After a brief discussion regarding what to do, Officer 2 advised dispatch that the suspicious male crossing the roadway was likely "their guy" who had "escaped."

Moments later, Officer 1 deactivated his body-worn camera (BWC) as he searched for the male. Although the direct interaction with the public had ended, Officer 1 continued actively investigating by searching for the subject. He then called his supervisor. During the investigation, Officer 1 and the supervisor gave conflicting accounts of their phone conversation: Officer 1 reported that he informed the supervisor that the male had gone missing, but the supervisor maintained that this fact had *not* been reported or he would have responded to the scene. Had the BWC remained active, there would be an objective record of what was communicated, and the supervisor's responsibility to address this issue in the moment.

Meanwhile, Officer 2 completed the paperwork with the female, advised her of next steps, including how to file a restraining order, and initiated a warrant for the subject.

Officer 2 later wrote an incident report related to the incident, which included a narrative regarding the male's "escape" from the police vehicle. Office 1 provided a supplemental report regarding his involvement. The same supervisor identified above approved both reports.

Several months later, a lieutenant reviewing arrest warrants flagged these reports as potentially problematic and advised Internal Affairs. IA initiated a formal investigation. In specific, the lieutenant noted that, in addition to the failures on scene, Officer 1's supplemental police report contained wording that he believed was intended to "cover up" the issue of the male's escape, including stating that the male was not handcuffed because he had been cooperative, and that the male was not under arrest.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The Department framed two allegations against Officer 1 as follows:

1. **General Order 103.01. Code of Conduct – Unsatisfactory Performance.** This section of policy addresses the Department's expectations for officers in conducting their duties. The Department used this section to cover various aspects of the incident, including Officer 1's failure to properly secure the male, his (mis)perception of the incident as a voluntary encounter instead of an investigative detention with probable cause, his failure to conform with work standards, such as issuing a BOLO and advising his supervisor, and the de-activation of his body-worn camera. The evidence collected showed that each of these distinct actions had occurred, and the Department "sustained" this allegation.

2. **General Order 103.17. Code of Conduct - Truthfulness.** This section of policy addresses the requirement that employees do not knowingly provide false statements. The reporting lieutenant alleged that Officer 1's supplemental police report contained what he believed to be intentionally false statements regarding the incident, but it could not be established definitively that framing of events was done with the purpose of deceiving or misrepresenting what occurred.

   Officer 1's narrative regarding contacting his supervisor also differed from the supervisor's recollection of the event, leading investigators to believe that Officer 1 had potentially misled investigators, but there were no recordings to determine which account was accurate. Ultimately the Department determined that there was insufficient evidence to prove or disprove this allegation as it related to these two concerns, and it was "not sustained."

The Department did not frame allegations against Officer 2; the Department determined that his actions on scene were appropriate.

The Department did not frame allegations against the supervisor, though his responsibility in reviewing and approving the reports was identified and discussed in the supervisor's administrative interview and the investigative memo.

Outcome: Discipline or Other Action

The Department reviewed Officer 1's personnel history and found no similar misconduct. The Department issued discipline commensurate with this first offense, suspended Officer 1 from a special assignment, and retrained Officer 1 in the related tactical areas, including search and seizure.

OIR Group Review

The Department provided OIR Group with the entire case file, including all body-worn camera footage from the incident, reports, and interviews with all involved parties. We found the investigation to be thorough and complete with respect to Officer 1's conduct.

However, we questioned the Department's approach to the supervisor's role. Supervisors are responsible for reviewing officers' reports and ensuring compliance with protocol. It was concerning that the supervisor had approved the reports without addressing the "escape" incident or Officer 1's actions on scene, and that the investigation did not frame allegations to examine these potential supervisorial performance shortcomings.

We raised this concern with the Department and learned that they did consider the supervisor's actions during their review. However, they ultimately decided not to address these issues in the context of the formal investigation, concluding that the supervisor acted within the scope of responsibilities based on available information and established procedures.

Without disputing the substance of the Department's assessment of performance, we would have preferred that the identified concerns had been addressed formally. From an accountability perspective, framing allegations is a key component of the process: internal investigations should identify, formally investigate, and reach dispositions for any potential misconduct that arises in the context of the events being evaluated. Here,

the conflicting stories of Officer 1 and the supervisor, and the supervisor's approval of a report that arguably should have raised more questions, met that criteria in our view.

When the Department makes determinations “behind the scenes” without framing and disposing of allegations, it undermines the effectiveness of the investigative process. We recommend that future investigations consistently frame and address all identified issues.[2]

Recommendation 1

LCPD should frame all allegations to ensure complete and thorough investigations that accurately reflect the totality of the performance shortcomings by all involved employees.

Finally, we observed an important issue related to the Department’s use of artificial intelligence (AI) in report writing. As noted in our 8th Semi-Annual Report, the Department has implemented an Axon feature that enables officers to generate Incident Reports using AI. In this case, consistent with current protocol, the subject officer utilized AI to prepare the report. When certain portions of the report were later challenged as inaccurate, and potentially misleading, the officer stated that he could not recall which sections were generated by AI and which were authored personally.

This raises interesting considerations for future Internal Affairs investigations concerning truthfulness and the integrity of police reports. When officers cannot later distinguish between AI-generated content and their own statements, assessing intent and accountability becomes more complex. As previously noted, we will continue to monitor and report on the Department’s use of AI-assisted report writing and encourage the Department to do the same, ensuring that audit and review standards are rigorously applied.

[2] We made this or a similar recommendation in previous cases, though each varied in the fact pattern and circumstances. Please see 2021EIC1-007, 2021SM-001, 2021EIC1-018, 2021EIC1-016, 2022EIC1-018, and 2022EIC1-021.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this case. We agree with this recommendation and will work to identify sustained policy violations for all involved employees during an internal investigation.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: November 3, 2025
RE: Review of Administrative Investigation – #2025II–021

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative investigation after receiving an anonymous complaint to the City's Ethics Point Hotline regarding overtime fraud.

OIR Group received the case file on October 31, 2025.

Case Summary

An LCPD employee transferred sections and received authorization to use overtime to complete cases that were assigned before the transfer. Overtime approval was granted by both the former and current supervisors.

Several months later, an anonymous complaint was submitted to the City's Ethics Point Hotline alleging that this employee had engaged in overtime fraud. The report stated that three hours of overtime were used to "charge and close" a case, but that the case

was still listed as “open” in the system. The City forwarded the complaint to LCPD, and the Department opened a preliminary investigation into the matter.

LCPD’s Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The Department framed one allegation for violation of **General Order 154.04: Overtime Procedures**, which lists the steps necessary to work overtime, including receiving supervisor authorization and completing a timecard. The investigation found that the employee had followed the required steps, the overtime hours had been worked on the case as reported, and a supervisor approved the overtime. The Department concluded that the reference to the case being “closed” was likely a clerical error, not fraud.

The Department determined that no further action was needed, the allegation was exonerated, and the case was closed.

Outcome: Discipline or Other Action

No further action was taken in this case.

OIR Group Review

LCPD provided OIR Group with the investigative materials for this case, which included records from the Department’s case tracking system and building access logs. We found the investigation to be sufficiently thorough and the outcome to be appropriate

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this case.

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323-821-0586
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: July 16, 2025
RE: Review of Administrative Investigation #2025EIC1-002

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. This case began with a complaint from a member of the public and was investigated by Internal Affairs.

OIR Group received the case file on June 25, 2025.

Case Summary

Officers responded to a call for service for an altercation and person with a gun. While the reporting party was on the line, shots were fired. When they arrived, officers detained four subjects, including two females. One of the females was dressed in a flannel shirt, had glasses, and her hair in a bun; the other – the complainant – was dressed in "velvet" or red. Detective 1 responded to the scene to investigate.

All four subjects were transported to the station by responding officers.

Meanwhile, Detective 1 and officers conducted additional investigation on scene. Based on the descriptions and statements provided by the victims and witnesses, Detective 1 determined that the complainant (dressed in red) had been involved in the initial altercation, but that the female with the flannel shirt was the suspect: she had the firearm and fired rounds. However, at some point in the investigation, Detective 1 confused the females' names, and mistakenly named the complainant as the suspect.

Detective 2 responded to the station to interview the detainees. Relying on the names provided by Detective 1 and believing the information to be accurate, Detective 2 released the female dressed in flannel. He sought to obtain a statement from the complainant, who he (erroneously) believed to be the suspect, but the complainant refused to provide one. The complainant was arrested for three counts of aggravated assault.

Later, in his supplemental and charging reports, Detective 1 further compounded the problem by naming and charging the complainant for the alleged assault with a deadly weapon.

A month later, the complainant filed a complaint stating that she was falsely identified and wrongly arrested and charged for serious crimes. The complainant included signed affidavits from the other three detainees asserting that she was erroneously charged, including a statement from the female in the flannel shirt admitting that she matched the description provided by the victims on the evening in question.

Upon learning of the charging error, LCPD immediately advised the District Attorney's Office for appropriate action. As of publication of this memo, LCPD is following up to ensure those charges are dismissed. No additional charges were pursued against other participants.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

LCPD opened a formal investigation into the complaint. Internal Affairs framed one allegation of violating **General Order 215.02: Investigations**, which details the activities to be performed by detectives leading to successful prosecutions, against Detective 1. The Department determined that Detective 1 violated this policy when he erroneously named the complainant as the suspect. Detective 1 acknowledged his error during his administrative interview, stating that he had previously investigated a

similar case involving the complainant and that he did not verify key facts prior to completing the related reports.

The Department sustained this allegation.

As to Detective 2, the Department determined that he was acting on the erroneous information provided by Detective 1, which Detective 2 had no reason to question. As such, the Department considered him to be a witness, not a subject employee, and no allegations were framed against him.

Outcome: Discipline or Other Action

LCPD management evaluated the detective's disciplinary history, which had no prior similar incidents. The Department issued discipline that it believed to be commensurate to the nature of this violation and directed the detective to remedial training.

OIR Group Review

We received the investigative file and relevant recordings, including the administrative interviews of the detective and recordings of the detainees' statements. The matter was investigated thoroughly, and the outcomes were fair.

This is the fifth case involving allegations of investigative or enforcement "errors" within a short timeframe.[1] At first glance, this spike in related issues was attention-getting to us as possible indicia of a larger trend that merited a collective response by LCPD. However, this figure still represents a relatively small fraction of the total enforcement activity and investigations conducted by LCPD personnel. Upon further review, the cases did *not* appear to reflect underlying systemic issues. Instead, we noted that the errors were made by individual employees across various units/assignments (versus errors by multiple employees assigned to one unit or made by the same employee over a short timeframe).

Most importantly, we are encouraged by the Department's prompt intervention and its demonstrable commitment to corrective action. In each case, Department command documented specific deficiencies through internal investigations, provided targeted

[1] See also cases 2025EIC1-004, 2025II-004, 2025II-007, and 2024II-013, all closed and reviewed within the past 90 days.

retraining, and referred conduct concerns for supervisory or disciplinary follow-up where warranted. Where appropriate and possible, the Department also took action to correct the error itself, such as following up with the DA in this case.

These responses indicate an ongoing effort to reinforce standards and ensure that personnel are properly held accountable.

On a different note, we observed that LCPD is now using Axon's DraftOne, an AI-powered report-writing tool that assists officers in generating police report narratives. Early evidence suggests that there are benefits to using this new technology, such as reducing officer documentation time and enhancing report clarity, and the tool integrates mandatory officer review and sign-off procedures to preserve individual accountability.

However, the tool also often relies on template-driven phrasing, which can generate overly generic or formulaic language. While the reports generated by DraftOne in this case were of good quality, we did notice a significant overlap in the phrasing used across different employees' reports. Axon advised that this is possible, especially when multiple officers use DraftOne to generate reports from shared body-worn camera footage. The system's reliance on structured transcription and standardized phrasing can lead to highly similar language across reports, particularly for routine or jointly observed events.[2] This overlap in language presents a risk to perceived report authenticity and may undermine or diminish the evidentiary value of the reports.

Along with the other safeguards that are built into the protocols, we encourage LCPD leadership to monitor this component to ensure that officer reports reflect their own unique experiences and observations on scene.

Recommendation 1

LCPD should monitor use of DraftOne to ensure that officer reports reflect their own unique experiences and observations on scene.

[2] Axon created several functions to help mitigate this concern. See more on their website at: https://www.axon.com/resources/new-with-draft-one

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this incident by the OIR Group. We agree with the recommendation. The report software generates high-quality report narratives with multiple safeguards integrated into the program. This tool has increased the available time for officers to engage in proactive crime prevention and reduce response times. The accuracy of the narratives is critical. The department is monitoring for any unintentional problems and is prepared to make the necessary adjustments.

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Long Beach, CA 90815
323-821-0586
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: August 22, 2025
RE: Review of Administrative Investigation #2025EIC1-003

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. This case began with a complaint from a member of the public and was investigated by Internal Affairs.

OIR Group received the case file on August 4, 2025.

Case Summary

An officer conducted a traffic stop of the complainant for suspended registration. The officer observed drug paraphernalia in the back seat. The complainant refused a consent search of her vehicle, and the officer did not press the issue. Upon completing the stop, the officer forgot to return her driver's license.[1] While on patrol later that evening, he observed the complainant walking near her listed address and handed her the driver's license; he did not activate his body-worn camera for this interaction. Later

[1] The complainant alleged that this was purposeful so as to prompt another contact with her to return the license.

still on the same shift, he again contacted the complainant at a local park. He reported that he did so because he had observed the complainant's vehicle parked next to a vehicle that was connected to a female wanted for a federal felony warrant; he asked if she knew that wanted female, but the complainat said she did not. He did not activate his body-worn camera for this encounter, either, nor did he communicate his activites to dispatch via the radio or mobile terminal.

The complainant reported that, during the third encounter at the park, the officer asked her to look at photos of suspects on his computer in the patrol vehicle. She reported that he also requested that she call 9-1-1 and state that she had seen one of the suspects. She said that she asked the officer why he was following her. They also discussed the complainant's ex-boyfriend, who the officer had arrested previously.

Several days later, while watching a known drug house in the area of the complainant's residence, the officer reported that he observed the complainant speeding toward her home and contacted the complainant. The officer then activated his body-worn camera. The complainant's mother intervened, stating that the complainant was nervous about the prior traffic stop and contacts. The officer advised the mother that he had observed drug paraphernalia in the complainant's vehicle and to be aware that she was seen near known drug house. They discussed the neighborhood and the complainant's acquaintances.

The complainant filed a complaint regarding the interactions, stating that the officer's recurring contacts amounted to harassment. She further reported that her friend had asserted to her that this officer harassed people, and women in particular.[2]

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

LCPD opened a formal investigation into the complaint. Internal Affairs framed three allegations:

1. **General Order 103.04: Standards of Conduct –** This policy section states that employees shall treat all persons with respect and courtesy in a way becoming of a peace officer and that reflects well for the Department. The Department

[2] LCPD contacted the witness, who stated that he did not wish to be involved, provided no specific evidence or information, but gave his general thoughts regarding LCPD officers being "crooked."

determined that the officer had valid rationale for contacting the complainant in each instance, and that his behavior in the recorded interactions was courteous and professional. The Department exonerated this allegation.

2. **General Order 151.01: Recording Devices** – This policy dictates the use of body-worn camera, and details the cases in which the device should be activated. The Department found that the officer should have activated his camera in the second and third contact with the complainant, and that he should have activated his camera before taking enforcement action in the fourth interaction. During his interview, the officer acknowledged that he should have activated his camera, but that in the moment he did not believe his brief contacts met the threshold for activation. The Department sustained this allegation.

3. **General Order 170.02: Communications Radio Procedure** – This policy states that officers shall notify dispatch when conducting "self-initiated" activities. The Department found that the officer failed to communicate with dispatch via the radio or mobile terminal when he was conducting the self-initiated activities related to the complainant. The Department sustained this allegation.

Outcome: Discipline or Other Action

LCPD management evaluated the officer's disciplinary history, which had no prior similar incidents. The Department issued discipline that it believed to be commensurate to the nature of these violations.

OIR Group Review

We reviewed the full investigative file, including relevant recordings and interviews with the officer, the complainant, and the witness that she identified. We find that the matter was taken seriously and investigated thoroughly, and that the Department was rigorous in its internal investigation to determine if the officer's pattern of behavior amounted to inappropriate attention or harassment.

We commend LCPD for identifying and sustaining the ancillary issues uncovered during the investigation: specifically, the failure to activate body-worn cameras and the lack of dispatch communication. These are not merely procedural lapses; they have broader implications for accountability in this case in particular (and generally).

Unfortunately, the absence of body-worn camera footage during the second and third encounters, and the delayed activation during the fourth, contributed in our view to lingering uncertainty about the actual nature of the officer's conduct. While the recorded interactions appeared professional and based on reasonable suspicion, the unrecorded and undocumented contacts left a notable gap in the evidence. In particular, the complainant's account of the third encounter in the park diverged significantly from the officer's narrative, including her allegations that the officer asked her to identify photos, call 9-1-1 with false information, and provide information about her ex-boyfriend and social circle; the officer reported that the encounter was very brief and limited to questions regarding the wanted felony suspect. Without video documentation, the true nature of this interaction relative to the participants' competing versions is obviously more difficult to ascertain.

These concerns underscore the importance of strict adherence to Department protocols. Had the camera been activated, it would have provided an impartial record of the interactions and helped resolve conflicting accounts. Similarly, had the officer notified dispatch regarding his location and intention, the contacts would have been documented for the record.

Beyond this particular case, failure to communicate with dispatch about one's location -- particularly in areas associated with narcotics activity -- raises operational concerns. Passive location tracking is not a substitute for active communication, which is essential for situational awareness and timely support in emergencies. The failure to communicate created needless risk and uncertainty for the officer.

In reviewing the case, we found those gaps to be an obstacle to a definitive conclusion. Although the initial traffic stop was based on a legitimate violation - a suspended registration - the pattern of subsequent undocumented contacts, especially the park encounter, raised understandable concerns about the perception of being followed. The officer's stated rationale for each contact, and their nexus to ongoing investigations regarding a known drug house in the neighborhood, do not fully mitigate the complainant's sense of being improperly followed and pressured. And one potential motivation for an officer's failure to comply with these expectations would, of course, be to avoid accountability for one or more aspects of the underlying conduct.

In the absence of the clear (and required) evidence in support of the officer's characterizations, we found that important questions about the officer's actual conduct remained largely unresolved. At the same time, the Department's review placed these contacts within a context of his overall pattern of proactive policing of the area; this

contributed to its determination that the allegations of "singling out" or harassment were unfounded.

Ultimately, our different perspectives are at the margins of the findings here. We concur with the two "sustained" allegations as to performance expectations, and hope that this will accomplish the corrective function of the administrative process.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review of this incident by the OIR Group.

6510 Spring Street #613
Long Beach, CA 90815
OIRGroup.com

TO: City of Las Cruces
FROM: OIR Group
DATE: June 30, 2025
RE: Review of Administrative Investigation – #2025EIC1-004

Introduction

In its role as the City of Las Cruces' Independent Police Auditor, OIR Group reviews internal investigations completed by the Las Cruces Police Department (LCPD) to ensure they are complete, objective, thorough, and fair and that findings and actions taken in response to the investigations were appropriate. The Department initiated this administrative review after a public complaint over the way LCPD personnel handled a call for service about a clash between motorists.

OIR Group received the case file on June 17, 2025.

Case Summary

A woman was involved in a conflict with a man that apparently originated as a "road rage" dispute. They eventually confronted each other under disputed circumstances, and both remained on-scene waiting for officers after both called LCPD dispatch.

A number of LCPD personnel, including Supervisor 1 and Supervisor 2, responded. The involved parties were separated at this point, and officers took statements from them. The woman alleged that the man had followed her into a parking lot and pointed a weapon at her. The man (who was relying on a walker to move and asserted that he

was paraplegic from an injury) acknowledged taking out and briefly pointing his gun, which he relinquished to officers. But he asserted it was in self-defense based on the woman's aggression – and said that *she* was the one who had followed *him* into the lot that was original destination.

When Supervisors 1 and 2 began to get a better understanding of the facts and evidence (including surveillance video that clashed with aspects of the woman's story), they confronted the woman over what seemed to be misrepresentations. The discourse became more contentious. The woman was angry at being accused of lying, and the supervisors were frustrated with her difficulty in acknowledging certain key facts.[1]

The supervisors eventually reached the conclusion that no crime had been committed, and conveyed this to the woman.[2] This intensified their conflict, with Supervisor 2 at one point saying, "We're done with you" in a plainly exasperated tone. The woman responded with a profanity and then drove off.

She went to the Police Station in person later that day to submit her complaint. She named one of the supervisors as having been discourteous and belittling, and believed that LCPD had wrongly allowed the other driver to get away with criminal mistreatment of her.

LCPD's Investigation and Analysis

Applicable General Orders, Training, or Other City Policies

The Department decided to include both supervisors as subjects in the case. Though she only named Supervisor 1, the specific behaviors she cited had encompassed both of them.

The allegations relating to discourtesy were addressed under **General Order 103.05(A)(B): Code of Conduct – Conduct Toward the Public**, which requires employees to be respectful, patient, and responsive in their interactions with members of the public. The investigation concluded that, while both supervisors were direct in

[1] It took quite a while, for example, for the woman to clarify that her son had been driving her car at the time of the original clash.

[2] The male in the disturbance was seemingly never categorized as a potential victim in the incident. Interestingly, he later called LCPD to allege that the woman had made social media posts about the encounter that included a photo of his vehicle, and said that he had concerns about his safety.

confronting the woman about discrepancies in here account, only the demeanor and actions of Supervisor 2 had risen to the level of violating this policy section. Accordingly, the allegation was "Sustained" as to him and "Exonerated" for Supervisor 1.

The Department also pursued the issue of whether the on-scene decision-making of the two supervisors – namely the determination that no crime had been committed – had been appropriate in light of the available evidence. **General Order 215.01(A)(3): Investigations – Preliminary Investigations** established the relevant standard. The Department found that the conclusion reached by the supervisors was a valid one. Though the male party to the conflict had acknowledged taking out his gun, this was considered to be a justified response to the woman's aggression, particularly in light of the man's obvious physical impairments.[3] This allegation was "Exonerated."

Outcome: Discipline or Other Action

Supervisor 2 did have a prior policy violations, but the Department found that they were distinct in nature and several years in the past. He received a formal disciplinary consequence that took that history into consideration.

OIR Group Review

LCPD provided OIR Group with the case file for review of the available evidence, which included body-worn camera recordings, reports, and interviews with the involved personnel. Surveillance video that captured the parking lot encounter between the parties was also significant in the assessment (particularly with regard to the legitimacy of the supervisors' determination as to culpability).[4]

We concurred with the determination that Supervisor 2 had not met expectations in his interactions with the complainant, to the point that the "Sustained" finding was warranted. We also recognize that he was the more overtly discourteous of the two, and found the decision to reach different outcomes for the two supervisors to be a reasonable one.

[3] He was relying on a walker during the encounter.

[4] Whatever the woman's motives in summoning the police, her initial version of events did not align with the other evidence.

That said, we note that neither made a particularly favorable impression. Their confrontational approach with the complainant clearly led more to antagonism than to illumination of the facts – and set an example for the patrol officers on-scene that we hope does not inspire imitation. Nor did either supervisor appear to take the complaint process as an opportunity for introspection and future performance enhancement.

We encourage LCPD management to consider constructive, non-disciplinary interventions that could potentially achieve the "corrective" goals of this administrative process through other means.

LCPD Management Response

The Las Cruces Police Department appreciates the thorough review conducted by the OIR Group. Although the supervisors were rightfully frustrated with the untruthfulness and obstruction of the reporting party, they should model a professional response to this type of behavior, which officers frequently encounter.