

# *CHFA* Capital Needs Assessment and Replacement Reserve Analysis

Prepared for:

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and

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Pleasant Street Cooperative  
CHFA #98019D  
Pleasant Street Co-operative  
Enfield, CT

July 19, 2013

*Final Report*

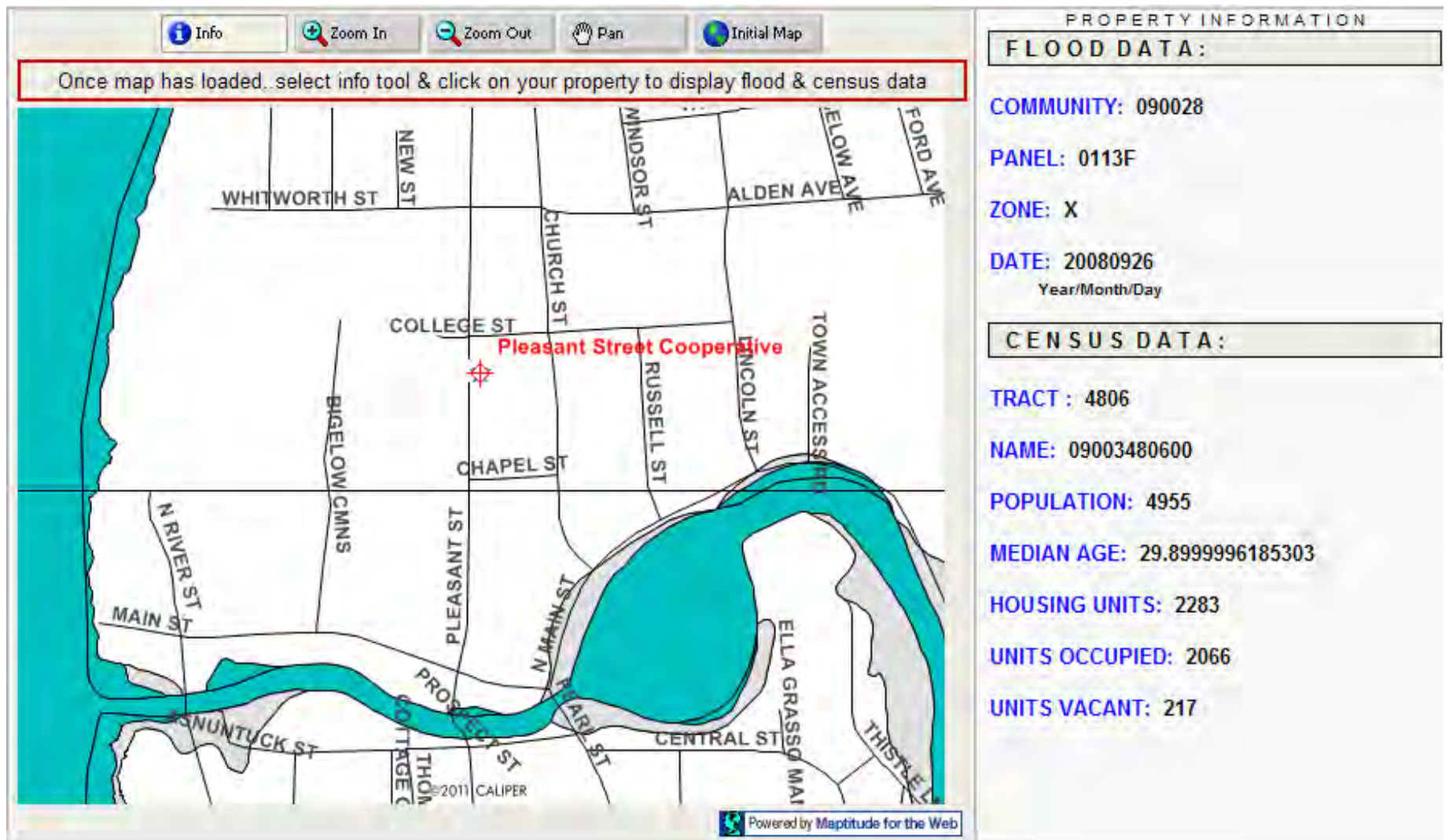




## Pleasant Street Cooperative

36-60 Pleasant Street  
Enfield, CT 06082





## Pleasant Street Cooperative

36-60 Pleasant Street  
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Zone X = Outside the 500-year floodplain and  
Outside the 1% and 0.2% annual chance floodplains

## Executive Summary

### Pleasant Street Cooperative

Enfield, CT

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**Pleasant Street Cooperative** is a three building 12-unit residential cooperative development. The three four-unit buildings face Pleasant Street and a large parking lot serving old brick factory buildings beyond. There are nine on-site parking spaces and eight street spaces along the property frontage on Pleasant Street. The buildings are three stories with full basements and have vinyl siding and asphalt shingle roofing on steeply pitched gable roofs. There are front and rear roofed porches defining public, transition, and private space at each building. There are also defining roofed porches on both sides of each building at entrance and exit doors serving the second floor 2-bedroom flats and second and third floor 4-bedroom units. The development includes 8 one-story 2-bedroom units, 3 two-story 4-bedroom units, and one 1-bedroom flat, which is designated as an accessible unit. Each unit has a gas-fired boiler and domestic hot water heater with hot water storage tank in the basement. Some tenants are using the basement for storage of flammable construction materials. This use typically requires the approval of the Building Inspector or other authority with jurisdiction. Each unit has a side-by-side washer/dryer, and the development has an unimproved two car garage that is used for meetings of the association. The development has no other public facilities.

The development was reportedly constructed in 1991, and work since then has generally been on an as-needed basis. The exceptions include the painting of the wood porches, an ongoing screen replacement project, and the replacement of domestic hot water heaters when they fail. The kitchens, bathrooms, and finishes are refurbished on unit turn over.

Overall the development is in fair condition. The attached capital needs worksheets show the development faces significant capital needs in the near term. Based on these projections, the development is seen as requiring an adjustment to current replacement reserve funding and/or an infusion of additional capital, both of which were understood by On-Site Insight to be nominal or underfunded at the time this report was prepared.

Key findings identified by this assessment of Pleasant Street Co-operative include the following:

- Asphalt paving at the drives and parking is shown with crack repair and sealcoating periodically over the plan.
- Asphalt paving at the street, drives, and parking is shown to be overlaid in Year 1.
- Replacement of asphalt walks, concrete walks, and concrete driveway aprons are shown in Year 1.
- All trip hazards are shown to be eliminated in Year 1.
- Wood stairs, ramps, and decks are shown to be repaired and painted early and late in the plan.
- New picnic furniture and playground equipment is shown to be replaced early in the plan.
- Replacement of asphalt shingle roofing is shown early in the plan based on EUL and condition.
- Replacement of basement windows, ground floor windows, vinyl siding, and vinyl soffits is shown mid-plan.
- Replacement of the second and third floors windows is shown in Year 1 due to insurance requirements.
- Replacement of unit entry and storm doors is shown early in the plan, and replacement of basement hatch doors is shown mid-plan.
- General repairs and improvements to the garage community room are shown in Year 1.
- New building fire alarm systems are shown in Year 1, and upgrades are shown late in the plan.
- Unit wall and ceiling finishes are in good condition. Painting at unit turn-over is funded from operating accounts.
- Unit flooring is shown to be replaced early and late in the plan.

- Unit hung and bi-fold doors are shown to be replaced mid-plan.
- Labeled fire-rated unit doors to the basement are shown to replace existing unlabeled doors in Year 1.
- Unit living, bathroom, and kitchen accessibility improvements are shown in Year 1.
- Bathroom vinyl flooring, paint, fixtures, accessories, lights, and exhaust fans are shown to be replaced early in the plan based on EUL.
- Kitchen vinyl flooring, appliances, cabinets, counters, and sinks are shown to be replaced early in the plan based on EUL.
- The replacement of emergency call devices is shown Year 1 and late, and smoke and heat detectors are shown Year 1 and mid-plan.
- Replacement of thermostats, hot water baseboards, and domestic hot water heaters are shown early and late in the plan.
- Replacement of hot water boilers is shown mid-plan.

Additional Notes:

1. The Physical Assessment of the property was conducted on Thursday, June 27<sup>th</sup>, 2013. Additional information was provided to ON-SITE INSIGHT by site staff and others. OSI was represented on this assignment by Brian Ameche, Principal of Clearstory LLC. We would like to thank site staff for their assistance.
2. Cost estimates used in this assessment are based on data from *RS Means Facilities and Construction Cost Data*. These cost estimates have been applied uniformly across the entire study portfolio to help ensure consistency of future projections. Actual owner and/or site pricing could vary significantly.
3. Unless required by fire, safety, or accessibility codes, items are typically shown being replaced in kind and do not include any planned upgrades or potential upgrade opportunities.
4. Regular updates of this plan are recommended to ensure careful monitoring of major building systems and to adjust the program to accommodate unanticipated circumstances surrounding the buildings, operations, and/or occupants.
5. This report is delivered subject to the conditions on Appendix A, *Statement of Delivery*.





Typical cracking of asphalt paving in project drive.  
Crack seal is shown in Year 1.



Asphalt walk damage from adjacent tree roots is shown to be replaced in Year 1.



Typical trip hazards at concrete walks  
are shown to be eliminated in Year 1.



Concrete walk and driveway apron  
replacement is shown in Year 1.





Playground equipment and picnic furniture are shown to be replaced early in the plan.



Trip hazard at asphalt/concrete paving joint and at irregular height stair risers are shown to be eliminated in Year 1.



Typical wood stairs at front and side are shown to be repaired and painted regularly. Vinyl siding and soffits are to be replaced mid-plan based on EUL and condition.



Typical wood decks and stairs at rear are shown to be repaired and painted regularly. Roofing is shown to be replaced early in the plan based on EUL and condition.





Typical screen damage. Obtaining replacement screens is not possible, resulting in insurance issues.



Typical localized vinyl siding damage.



Garage serves as community room for meetings of the co-op Board of Directors. General improvements are shown in Year 1.



Typical living room in 2-bedroom apartment.



Typical dining area and kitchen  
in 2-bedroom apartments.



Typical bathroom in 2-bedroom apartments.



Typical bedroom in 1 and 2-bedroom apartments.



Typical living room in 4-bedroom apartments.





Typical dining room in 4-bedroom apartments.



Typical galley kitchen in 4-bedroom apartments.

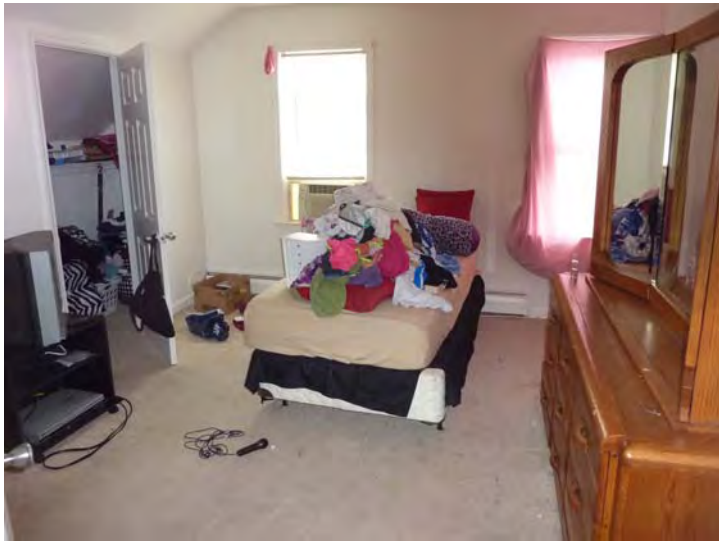


Original kitchen cabinets and counters are typical in all apartments.



Typical bathroom in 4-bedroom apartments.





Typical master bedroom in 4-bedroom apartments.



Typical bedroom in 4-bedroom apartments.



Typical gas-fired hot water boilers, domestic hot water heater and storage tank in each building basement.



Flammable materials stored in basements should all be removed.

Comprehensive Capital Needs Assessment Schedule

Summary

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

Beginning Replacement Reserve Balance:	\$0
Annual Replacement Reserve Contribution:	\$0
Additional Misc. Contribution:	\$0

	Component	Total Planned Expenditures by Year																						
		Emergency	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization
				2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
1	Site Improvements	0	31,000	3,896	0	0	8,742	16,207	19,354	0	0	0	0	3,739	0	0	0	21,781	6,069	0	0	0	0	0
2	Building Exterior	0	0	32,390	0	0	12,457	0	0	0	0	154,383	0	0	0	0	0	0	0	0	0	0	0	0
3	Roofing	0	0	0	0	0	39,672	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Lobby - Mail Area	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	Community Room	0	0	20,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	Common Hallways	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Common Stairways	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	Common Laundry	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	Common Area Restrooms	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10	Building Boilers	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	Building Mechanical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	Building Electrical	0	45,000	45,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	78,908	0
13	Building Elevator	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	Building Structural	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	Unit Living	0	9,200	0	0	0	0	38,943	0	0	0	0	0	0	0	0	48,039	0	0	0	0	58,904	0	0
16	Unit Kitchens	0	2,000	9,600	17,934	51,560	0	0	0	0	0	0	0	0	0	0	0	14,956	12,902	0	0	0	0	0
17	Unit Bathrooms	0	2,000	0	0	0	85,692	0	0	0	0	0	0	0	0	0	3,993	0	0	0	0	7,235	0	0
18	Unit Electrical	0	0	17,280	0	0	0	0	0	0	0	0	18,385	0	0	0	0	5,609	0	0	0	0	0	0
19	Unit Mechanical	0	0	13,940	0	0	0	0	16,902	0	0	41,241	0	0	0	0	0	5,889	0	24,099	0	0	0	0
20	Annual Planned Expenditures	0	89,200	142,106	17,934	51,560	146,563	55,150	36,256	0	0	195,624	0	22,124	0	0	52,032	21,781	32,523	12,902	24,099	66,140	78,908	0
21	Annual Provision (indexed at 3%)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
22	Outside Capital			1,115,000																				
23	Cumulative Reserve Balance	0	(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099	

Comprehensive Capital Needs Assessment Schedule

Site Improvements

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

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	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Asphalt Parking / Roadways					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Crack Fill / Sealant					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Concrete Sidewalks					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Bituminous Sidewalks					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Fencing					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Landscaping					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Dumpster Enclosures					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Storm Water System					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Site Lighting					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Fencing - Chain Link					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Retaining Walls					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Repair and Paint Wood Stairs, Ramps and Decks	14,400		6	10	2017				0	0	0	0	16,207	0	0	0	0	0	0	0	0	0	21,781	0	0	0	0	0						
17	Crackfill & Sealcoat Asphalt Drives & Parking	2,783		1	5	2013				2,783	0	0	0	0	0	0	0	0	3,739	0	0	0	0	4,335	0	0	0	0	0						
18	Asphalt Overlay Drives and Parking	16,695		22	27	2018				0	0	0	0	0	19,354	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
19	Replace Concrete Walks and Driveway Aprons	15,000		22	20	2013			4	15,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
20	Replace Asphalt Walks	1,113		22	15	2013				1,113	0	0	0	0	0	0	0	0	0	0	0	0	0	1,734	0	0	0	0	0						
21	Eliminate Trip Hazards at All Concrete and Asphalt Paving	16,000		1	1	2013			4	16,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
22	New Picnic Furniture and Playground Equipment	8,000		22	25	2016				0	0	0	8,742	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		31,000	3,896	0	0	8,742	16,207	19,354	0	0	0	0	3,739	0	0	0	21,781	6,069	0	0	0	0	0				
28	Cumulative Reserve Balance							0		(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099					



Comprehensive Capital Needs Assessment Schedule

Roofing

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Chimney					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Hatches / Skylights					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Penthouse / Machine Rooms					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Roof Railings					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Roof - Asphalt Shingle					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Roof - Built-up Tar and Gravel					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Roof - Single-ply Membrane					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
18	Replace Asphalt Shingle Roofing	36,305		22	25	2016				0	0	0	39,672	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		0	0	0	0	39,672	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
28	Cumulative Reserve Balance							0		(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099					

## Building Exterior

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
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Default Inflation Rate:	3.0%

Pleasant Street Cooperative • Capital Needs Assessment • © On-Site Insight

Comprehensive Capital Needs Assessment Schedule

Lobby / Mail Area

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

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							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Walls					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Ceilings					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Floors					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Mail Facilities					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
18																																			
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
28	Cumulative Reserve Balance							0		(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099					



## Community Room

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

[illegible]

## Common Hallways

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Walls 1					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
2	Walls 2					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
3	Walls 3					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
4	Ceiling 1					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
5	Ceiling 2					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
6	Ceiling 3					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
7	Floors 1					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
8	Floors 2					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
9	Floors 3					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
10	Unit Doors					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
11	Hand Railings					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
12	Interior Lighting 1					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
13	Interior Lighting 2					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
14	Interior Lighting 3					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
15	Common Doors					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
16	Other					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
17	Other					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
18																																			
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
28	Cumulative Reserve Balance						0	(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099							

## Common Stairways

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

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Comprehensive Capital Needs Assessment Schedule

Common Laundry

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Walls					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Ceilings					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Floors					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Ventilation					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Lighting Fixtures					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
18																																			
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
28	Cumulative Reserve Balance							0		(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099					

## Common Area Restrooms

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

[illegible]

## Building Boilers

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

[illegible]



## Building Mechanical

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

13450 - Pleasant Street Coop - PRELIM SS 7/19/2013

## Building Electrical

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

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Comprehensive Capital Needs Assessment Schedule

Building Elevator

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Shafts and Doorways					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Cabs					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17																																			
18																																			
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
28	Cumulative Reserve Balance						0	(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099							

## Building Structural

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

13450 - Pleasant Street Coop - PRELIM SS 7/19/2013



## Unit Living

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Interior Doors					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
2	Walls					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
3	Ceilings					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
4	Interior Stairs					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
5	Floors					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
6	AC Sleeve					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
7	Electrical Outlets					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
8	Lighting Fixtures					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
9	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
10	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
11	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
12	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
13	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
14	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
17	New Unit Flooring	34,600		varies	15	2017				0	0	0	0	38,943	0	0	0	0	0	0	0	0	0	0	0	0	58,904	0							
18	New Interior Hung Doors	9,240		22	35	2026				0	0	0	0	0	0	0	0	0	0	0	0	13,569	0	0	0	0	0	0							
19	New Interior Bi-fold Doors	23,472		22	35	2026				0	0	0	0	0	0	0	0	0	0	0	0	34,469	0	0	0	0	0	0							
20	Accessibility Improvements	2,000		1	1	2013		4	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
21	Replace Unrated Basement Unit Doors With Rated Doors	7,200		1	1	2013		5	7,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures						0	9,200	0	0	0	0	38,943	0	0	0	0	0	0	0	0	48,039	0	0	0	0	58,904	0	0						
28	Cumulative Reserve Balance						0	(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099							

## Unit Bathrooms

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

Pleasant Street Cooperative • Capital Needs Assessment • © On-Site Insight

Comprehensive Capital Needs Assessment Schedule

Unit Kitchens

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Walls					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Ceilings					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Floors					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Cabinets					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Countertops					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Sink					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Kitchen Exhaust Fan					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	GFI Outlet					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Vent Hood					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Refrigerators					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Stove					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Range					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Dishwasher					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Disposal					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	New Vinyl Floors	9,600		varies	15	2013				9,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14,956	0	0	0	0						
18	Refrigerators	8,040		varies	15	2014				0	8,281	0	0	0	0	0	0	0	0	0	0	0	0	0	12,902	0	0	0							
19	Cabinets/Countertop/Sink	48,600		22	25	2015				0	0	51,560	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
20	Range	6,000		varies	20	2014				0	6,180	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
21	Rangehood	3,372		varies	20	2014				0	3,473	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0						
22	Accessibility Improvements	2,000		1	1	2013		4	2,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures						0	2,000	9,600	17,934	51,560	0	0	0	0	0	0	0	0	0	0	0	0	14,956	12,902	0	0	0	0						
28	Cumulative Reserve Balance						0	(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099							

Comprehensive Capital Needs Assessment Schedule

Unit Electrical

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

	Component	Current Total Replacement Cost	Expected Annual Rate of Inflation	Current Age	Total Expected Useful Life	Initial Replacement Year	Planned Expenditures by Year																												
							Code	Emergency	Code	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	Revitalization				
											2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032					
1	Emergency Call System					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
2	Electrical Panel					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Smoke Detectors					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
4	Intercom					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
5	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
6	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
7	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
8	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
9	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
10	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
11	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
12	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
13	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
14	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
15	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
16	Other					2013					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	Emergency Call For Aid System	3,600		15	15	2013					3,600	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,609	0	0	0	0					
18	Smoke Detectors and Heat Detectors	13,680		varies	10	2013					13,680	0	0	0	0	0	0	0	0	0	18,385	0	0	0	0	0	0	0	0	0					
19																																			
20																																			
21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		0	17,280	0	0	0	0	0	0	0	0	0	18,385	0	0	0	0	5,609	0	0	0	0	0				
28	Cumulative Reserve Balance							0		(89,200)	883,695	865,760	814,200	667,638	612,488	576,232	576,232	576,232	380,608	380,608	358,484	358,484	358,484	306,452	284,670	252,147	239,245	215,147	149,007	70,099					



## Unit Mechanical

Owner Sponsor Name:	Pleasant Street Cooperative
Project Name:	Pleasant Street Cooperative
Project City / Town:	Enfield

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	July 5, 2013

Number of Units:	12
Total Square Feet:	15,228
Default Inflation Rate:	3.0%

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## **Appendix A: Statement of Delivery**

Our Capital Needs Assessment (the "CNA" or the "Report") on the subject property is delivered subject to the following terms and conditions:

1. This report and analysis are based upon observations for the visible and apparent condition of the building and its major components on the date of the fieldwork. Although care has been taken in the performance of this assessment, ON-SITE INSIGHT, Inc. (and/or its representatives) makes no representations regarding latent or concealed defects that may exist and no warranty or guarantee is expressed or implied. This report is made only in the best exercise of our ability and judgment.
2. We have undertaken no formal evaluation of environmental concerns, including but not limited to asbestos containing materials (ACMs), lead-based paint, chlorofluorocarbons (CFCs), polychlorinated biphenyls (PCBs), and mildew/mold.
3. Conclusions in this report are based on estimates of the age and normal working life of various items of equipment and/or statistical comparisons. Actual conditions can alter the useful life of any item. When an item needs immediate replacement depends on many factors, including previous use/misuse, irregularity of servicing, faulty manufacture, unfavorable conditions, Acts of God and unforeseen circumstances. Certain components that may be working when we made our inspection might deteriorate or break in the future without notice.
4. To prepare this report, we used historic data on capital activities and costs, blueprints (when available), and current prices for capital actions. We have not independently verified this information, have assumed that it is reliable, but assume no responsibility for its accuracy.
5. Unless otherwise noted in the report, we assume that all building components meet code requirements in force when the property was built.
6. If accessibility issues are referenced in the report, the site elements, common areas, and dwelling units at the development were examined for compliance with the requirements of the Uniform Federal Accessibility Standards (UFAS), and for Massachusetts properties, the Massachusetts Architectural Accessibility Board (AAB). The methodology employed in undertaking this examination is adapted from a Technical Assistance Guide (TAG-88-11) titled "Supplemental Information About the Section 504 Transition Plan Requirements" published by the Coordination and Review section of the U.S. Department of Justice Civil Rights Division, and the AAB Rules and Regulations, 521 CMR effective July 10, 1987. The Guide also incorporates the requirements of UFAS, published April 1, 1988 by the General Services Administration, the Department of Defense, the Department of Housing and Urban Development, and the U.S. Postal Service. Changes in legislation and/or regulations may make some observations moot.
7. Response Actions and estimated costs of responses were developed by ON-SITE INSIGHT, Inc. If additional structural work is necessary, costs for some Response Actions may exceed estimates. Whenever the Response Action is to remove, reposition, or modify walls, a competent structural engineer should be retained before any work is done, because such investigation may disclose that a Response Action is either more costly than estimated, or is not possible.
8. Conclusions reached in this report assume current and continuing responsible ownership and competent property management.
9. Regular updates of this plan are recommended to ensure careful monitoring of major building systems and to adjust the program to accommodate unanticipated circumstances surrounding the buildings, operations, and/or occupants.