

# CHFA Capital Needs Assessment and Replacement Reserve Analysis

Prepared for:

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and

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## My Sisters' Place II

CHFA #77777H

My Sisters' Place, Inc.  
Hartford, CT

April 23, 2013

*Final Report*

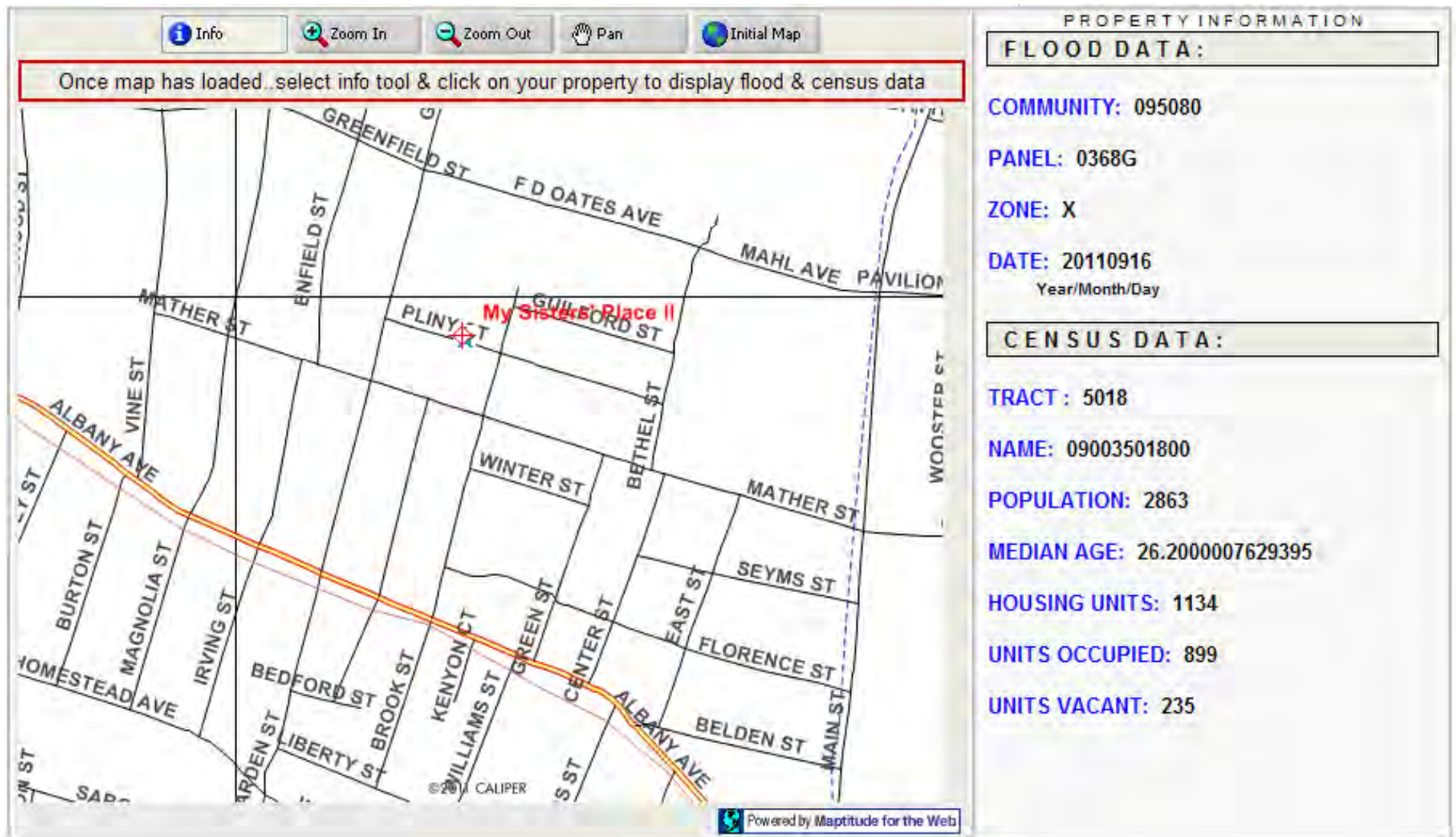




## **My Sisters' Place II**

102 Pliny Street  
Hartford, CT 06120





## My Sisters' Place II

102 Pliny Street  
Hartford, CT 06120

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

## Executive Summary

### My Sisters' Place II

Hartford, CT

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**My Sisters' Place II** is a residential development for formerly homeless women and their families. The development is comprised of a two-story, walk-up style, building that contains a total of 20 units – 3 efficiencies, 10 two-bedrooms, 1 three-bedroom, and 6 four-bedrooms. Originally constructed as an industrial/commercial facility, the building was converted to its present use and configuration in 1991.

Overall the development is in good to fair condition. As shown on the attached capital needs worksheets, 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 unfunded at the time this report was prepared.

Key findings identified as part of this assessment include the following:

- As part of the recent construction of a new building on an adjacent parcel, site improvements including new asphalt-paved parking areas, concrete sidewalks, and dumpster enclosures were installed; no near-term needs related to these elements are anticipated.
- The play equipment in the tot-lot is original and in fair condition; an allowance for future replacement is shown in Year 4.
- The building's exterior brickwork varies in condition – areas of mortar loss were noted at various locations as well as isolated cracks; an allowance for selective pointing and repair of the brickwork is shown in Years 1 and 16.
- Windows and doors date to the renovation, and all are in generally good condition; no near-term replacement needs are anticipated.

- Allowances for surface preparation and painting of the steel window lintels and security guards are shown in Years 1 and 11.
- The roof covering system exhibits evidence of age and wear including blistering; replacement is shown in Year 2.
- Interior common area finishes are in fair condition; periodic allowances are included throughout the term of the assessment.
- No problems related to the central boiler plant were observed or reported; future replacement is shown in Year 4.
- Three, rooftop-mounted, air handler units provide heating/cooling for select interior common areas; replacement of the two original units is shown in Year 2, and the existing newer unit is shown being replaced in Year 13. Annual allowances for the as needed replacement of rooftop-mounted exhaust fans are shown from Year 1 forward.
- The fire alarm control panel and main door buzzer/intercom panel were recently updated; no near-term needs are anticipated.
- In-unit floor coverings (carpet and vinyl) vary in condition; annual allowances for replacement are shown from Year 1 forward.
- Bathroom fixtures are in good overall condition; future replacement allowances are shown in Years 8-12.
- Cabinetry in unit kitchens is largely original and in fair condition; replacement of the original cabinetry is shown in Years 1-5.
- Kitchen appliances vary in age – the majority of the refrigerators and a portion of the ranges were recently replaced through a program sponsored by the local utility company; future replacement is shown based on current age and expected useful life.
- Annual allowances for as needed replacement of unit electric domestic hot water tanks are shown from Year 1 forward.
- Common area elements requiring replacement/modification for handicap accessibility compliance include installation of a compliant toilet and pipe insulation under the sink and toilet grab bar relocation at the first floor level restroom.
- The development's unit mix includes two handicap accessible units. Among the elements in need of modification and/or replacement for compliance with accessibility standards in these units is the installation of a visual warning alarm, relocation of toilets so as to be centered at eighteen inches from the adjacent wall, provision of a seat for use in the bathtub/shower, installation of cabinetry with a compliant height countertop and a thirty-inch wide work surface with knee clearance space, and compliant refrigerators.

Additional Notes:

1. The Physical Assessment of the property was conducted on April 1<sup>st</sup>, 2013. Additional information was provided to ON-SITE INSIGHT by site staff and others. OSI was represented on this assignment by Bruce Hutchinson. We would like to thank the site staff of My Sisters' Place II 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*.



Asphalt paving recently replaced as part of work completed at adjacent building



New concrete sidewalks also installed as part of work completed at adjacent building



Building architecture as seen at parking lot elevation



Building architecture as seen at street facing elevations





Loose and/or missing mortar noted under in brickwork at various locations around building



Isolated step cracks also noted at some locations



Typical windows and security guards



Steel lintels, present at some window openings, are in need of surface prep and painting





Main entry to building



Built-up roofing system is nearing the end of its service life



Skylights exhibit age-related wear and past repairs



Community/multi-function room located at second floor level – Note wood parquet flooring



Typical common hallway



Original natural gas-fired boiler plant produces hydronic heat for the entire building



Base-mounted circulating pumps for distribution of hydronic heat



Freestanding natural gas-fired domestic hot water tank that serves the building's common areas





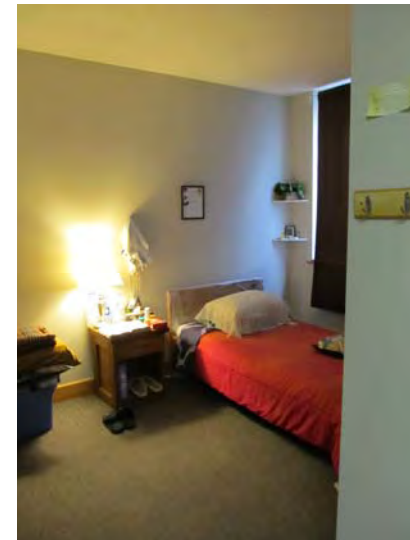
Rooftop-mounted make-up units providing heating and/or cooling for select interior common areas



Rooftop exhaust fans were noted to be in varying condition

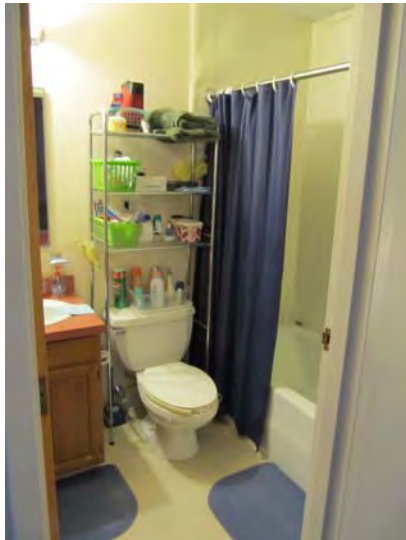


Zone-type fire alarm control panel –  
Equipment reportedly upgraded recently



Typical finishes in unit living areas





Typical finishes and fixtures  
in unit bathrooms



Typical finishes and equipment in  
'standard' unit kitchens



Handicap accessible unit kitchen



Each unit is equipped with its own electric domestic  
hot water tank located in the building's basement

Comprehensive Capital Needs Assessment Schedule

Summary

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

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

	Component	Total Planned Expenditures by Year																						Revitalization
		Emergency	Deferred	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
				2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
1	Site Improvements	0	0	0	0	0	21,855	4,295	0	0	0	0	6,268	0	0	0	0	5,773	0	0	0	0	8,424	0
2	Building Exterior	0	0	37,719	0	0	0	0	0	0	0	3,147	0	9,004	0	0	208,253	0	48,326	0	0	0	0	0
3	Roofing	0	0	0	112,966	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	Lobby - Mail Area	0	0	0	511	0	0	0	0	0	0	0	0	0	1,444	0	0	0	0	0	0	0	0	0
5	Community Room	0	0	0	3,782	0	7,202	0	0	0	0	3,690	0	0	13,562	0	0	0	0	0	0	0	0	0
6	Common Hallways	0	0	0	12,812	0	0	0	0	0	0	0	0	0	25,331	0	0	0	0	0	0	0	0	0
7	Common Stairways	0	0	0	0	0	0	0	0	0	0	11,553	0	0	0	0	0	0	0	0	0	0	0	0
8	Common Laundry	0	0	0	626	0	1,524	0	0	0	0	0	0	0	1,830	0	0	0	0	0	0	0	0	0
9	Common Area Restrooms	0	820	0	330	0	0	0	0	0	0	0	0	0	1,059	0	0	0	0	0	0	0	0	0
10	Building Boilers	0	0	0	0	0	50,446	0	0	0	0	0	0	0	0	0	1,784	0	0	0	0	0	0	0
11	Building Mechanical	0	0	3,600	26,059	3,819	3,934	4,052	4,173	4,299	4,428	4,560	4,697	4,838	4,983	15,327	5,287	5,445	5,609	5,777	5,950	6,129	6,313	0
12	Building Electrical	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	17,535	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	450	4,510	4,645	4,784	4,928	5,076	5,228	5,385	5,547	5,713	5,884	6,061	6,243	6,430	6,623	6,822	7,026	7,237	7,454	7,678	7,908	0
16	Unit Kitchens	0	5,990	9,391	9,673	9,963	10,262	8,978	1,423	1,465	1,509	1,554	3,076	3,168	6,973	7,182	7,398	7,620	7,848	3,598	3,706	3,817	6,097	0
17	Unit Bathrooms	0	3,350	1,482	1,526	1,572	1,619	1,668	1,718	1,770	21,964	22,623	23,302	24,001	24,721	2,113	2,176	2,242	2,309	2,378	2,450	2,523	2,599	0
18	Unit Electrical	0	0	494	509	524	540	556	573	590	608	626	645	664	684	704	725	747	770	793	817	841	866	0
19	Unit Mechanical	0	0	1,700	1,751	1,804	1,858	1,913	1,971	2,030	2,091	2,154	2,218	2,285	2,353	2,424	2,497	2,571	2,649	2,728	2,810	2,894	2,981	0
20	Annual Planned Expenditures	0	10,610	58,895	175,189	22,466	104,167	26,539	15,086	15,538	36,146	55,620	46,090	50,021	89,182	34,180	234,743	31,219	74,536	22,511	23,186	23,882	52,722	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			1,275,000																				
23	Cumulative Reserve Balance	0	(10,610)	1,205,495	1,030,305	1,007,839	903,672	877,133	862,048	846,509	810,364	754,744	708,654	658,633	569,451	535,271	300,528	269,309	194,773	172,262	149,076	125,194	72,471	

### Comprehensive Capital Needs Assessment Schedule

## Site Improvements

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

[illegible]



## Building Exterior

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

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## Roofing

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

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Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

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## Lobby / Mail Area

Owner Sponsor Name:	My Sisters' Place, Inc.
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[illegible]



## Community Room

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

[illegible]



## Common Stairways

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

My Sisters Place II - SS 4/10/2013



## Common Laundry

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

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## Common Area Restrooms

Owner Sponsor Name:	My Sisters' Place, Inc.
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## Building Boilers

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
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	Boilers / Warm Air Furnaces	29,950		22	25	2016			0	0	0	32,727	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
2	Boiler Operating Controls					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
3	Pneumatic Systems Controls					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
4	Condensate & Feed Water					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
5	Fuel Oil Storage					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
6	Fuel Oil Transfer System					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
7	Fuel Exhaust					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
8	Combustion Air					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
9	Hydronic Heat Circ. Pumps	15,000		22	25	2016			0	0	0	16,391	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
10	Comm. Area DHW Generation	1,215		7	10	2016			0	0	0	1,328	0	0	0	0	0	0	0	0	0	1,784	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																																			
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21																																			
22																																			
23																																			
24																																			
25																																			
26																																			
27	Annual Planned Expenditures						0	0	0	0	0	50,446	0	0	0	0	0	0	0	0	1,784	0	0	0	0	0	0	0							
28	Cumulative Reserve Balance						0	(10,610)	1,205,495	1,030,305	1,007,839	903,672	877,133	862,048	846,509	810,364	754,744	708,654	658,633	569,451	535,271	300,528	269,309	194,773	172,262	149,076	125,194	72,471							



## Building Mechanical

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

My Sisters Place II - SS 4/10/2013

## Building Electrical

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

[illegible]

## Building Elevator

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
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Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

[illegible]



## Building Structural

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

My Sisters Place II - SS 4/10/2013

## Unit Living

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

My Sisters Place II - SS 4/10/2013

## Unit Bathrooms

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

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Comprehensive Capital Needs Assessment Schedule

Unit Kitchens

Owner Sponsor Name:	My Sisters' Place, Inc.
Project Name:	My Sisters' Place II
Project City / Town:	Hartford

Current Year:	2013
Budget Effective Date:	January 1, 2013
Report Date:	April 11, 2013

Number of Units:	20
Total Square Feet:	23,829
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	0						
2	Ceilings					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
3	Floors	1,227		1	1	2013			1,227	1,264	1,302	1,341	1,381	1,423	1,465	1,509	1,554	1,601	1,649	1,699	1,750	1,802	1,856	1,912	1,969	2,028	2,089	2,152							
4	Cabinets					2013			0	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	0						
6	Sink					2013			0	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	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	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	0						
10	Refrigerators					2013			0	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	0						
12	Range					2013			0	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	0						
14	Disposal					2013			0	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	0						
16	Other					2013			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
17	Cabinets	33,750		22	20+	2013			6,750	6,953	7,161	7,376	7,597	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
18	Cabinets	6,750		1	20+	2032			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,945						
19	Countertops	7,912		0	10	2022			0	0	0	0	0	0	0	0	1,475	1,519	1,565	1,612	1,660	1,710	1,761	0	0	0	0	0							
20	Refrigerators	13,400		1-3	15	2024			0	0	0	0	0	0	0	0	0	0	3,710	3,821	3,936	4,054	4,175	0	0	0	0	0							
21	Range	5,655		22	20	2013			1,414	1,456	1,500	1,545	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
22	Range	3,045		0-3	20	2029			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,629	1,678	1,728	0							
23	Accessibility Improvements	5,990		ADD	20	2013		4	5,990	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0						
24																																			
25																																			
26																																			
27	Annual Planned Expenditures							0		5,990	9,391	9,673	9,963	10,262	8,978	1,423	1,465	1,509	1,554	3,076	3,168	6,973	7,182	7,398	7,620	7,848	3,598	3,706	3,817	6,097	0				
28	Cumulative Reserve Balance							0		(10,610)	1,205,495	1,030,305	1,007,839	903,672	877,133	862,048	846,509	810,364	754,744	708,654	658,633	569,451	535,271	300,528	269,309	194,773	172,262	149,076	125,194	72,471					

## Unit Electrical

Number of Units:	20
Total Square Feet:	23,829
Default Inflation Rate:	3.0%

My Sisters Place II - SS 4/10/2013





## **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.