

**MAINTENANCE  
POLICY AND PROCEDURES  
MANUAL**

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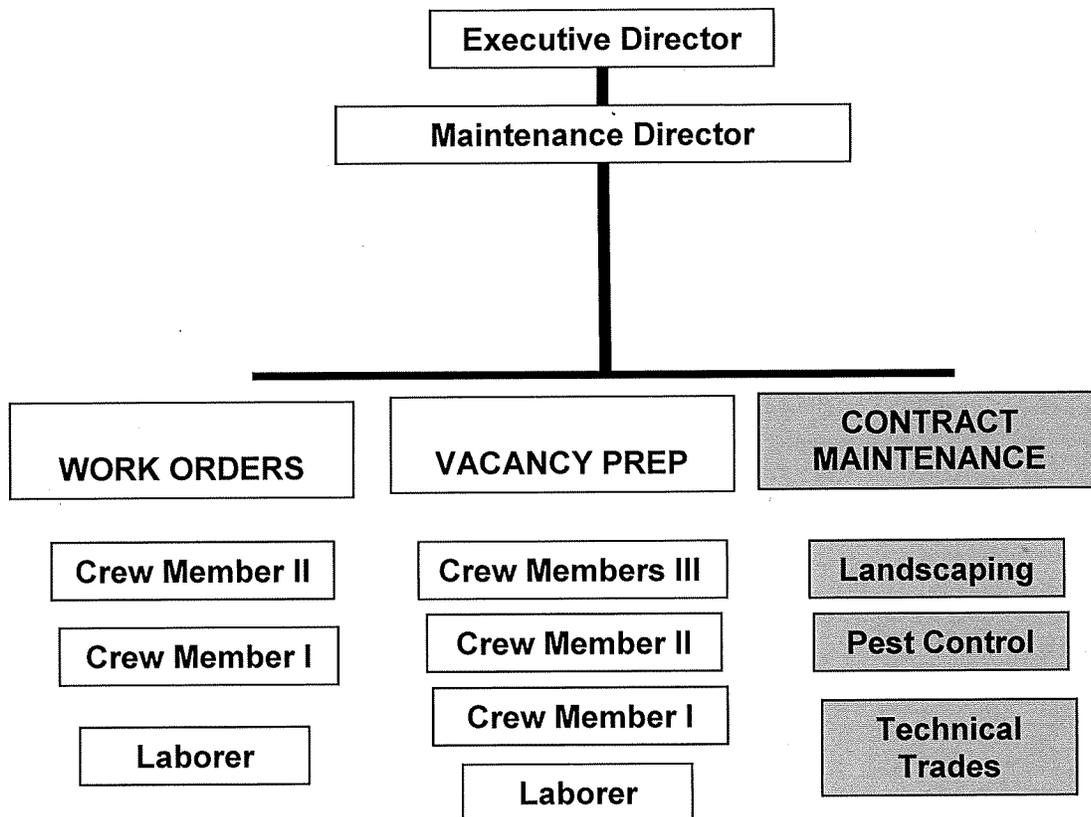
# TABLE OF CONTENTS

<b>TABLE OF ORGANIZATION</b>	<b>3</b>
<b>COMPONENTS OF A MAINTENANCE SYSTEM</b>	<b>4</b>
<b>A. Prioritization of Work</b>	<b>5</b>
<b>B. Comprehensive Work Procedures</b>	<b>5</b>
<b>C. Performance Standards and Goals</b>	<b>5</b>
<b>D. Work Order System</b>	<b>6</b>
<b>E. Deferred Maintenance Plan</b>	<b>6</b>
<b>F. Skills Updates and Training</b>	<b>7</b>
<b>G. Long Range Planning</b>	<b>8</b>
<b>H. Maintaining the Property</b>	<b>8</b>
<b>Responding to Emergencies</b>	<b>8</b>
<b>Preparing Vacant Units for Re-occupancy</b>	<b>9</b>
<b>Preventive Maintenance Program</b>	<b>9</b>
<b>General Operating Systems</b>	<b>9</b>
<b>Roof Repairs/Replacement</b>	<b>10</b>
<b>Vehicle/Equipment Maintenance</b>	<b>10</b>
<b>Lead Based Paint</b>	<b>10</b>
<b>Life Safety Systems</b>	<b>11</b>
<b>Inspection Program</b>	<b>12</b>
<b>Scheduled Routine Maintenance</b>	<b>13</b>
<b>Pest Control/Extermination</b>	<b>13</b>
<b>Landscaping and Grounds</b>	<b>14</b>
<b>Building Exteriors and Interior Common Areas</b>	<b>14</b>
<b>Interior Painting</b>	<b>15</b>
<b>Resident On-Demand Services</b>	<b>15</b>
<b>I. Contracting for Services</b>	<b>15</b>
<b>J. Attachments</b>	
<b>1. System/Component Checklist</b>	<b>17</b>
<b>2. Maintenance Priorities</b>	<b>18</b>
<b>3. List of Emergencies</b>	<b>21</b>
<b>4. Preventative Maintenance Tasks and Schedule</b>	<b>22</b>

# MAINTENANCE POLICY AND PROCEDURES MANUAL

The maintenance supervisor of the Falmouth Housing Authority is responsible for managing the maintenance function in the most cost-effective manner possible while maximizing the useful life of Authority units and properties while striving to provide the best service to our residents. The following policy statements are designed to establish the structure of an effective and efficient maintenance system

## TABLE OF ORGANIZATION



 - Denotes Contracted or Grant-Funded Position

## **COMPONENTS OF A MAINTENANCE SYSTEM**

The Falmouth Housing Authority maintenance system shall include certain components:

- A. Prioritization of work**
- B. Comprehensive work procedures**
- C. Performance standards and goals**
- D. Work order system**
- E. Deferred Maintenance**
- F. Skills Updates and Training program**
- G. Long-range planning**

By developing a maintenance system that has these components in place, the authority will have the tools it needs to control the performance of maintenance work at the Falmouth Housing Authority.

## **A. PRIORITIZATION OF WORK**

The work priorities adopted by the Falmouth Housing Authority exemplify its philosophy of delivering maintenance services. This priority system ensures that the most important maintenance work is done at a time it can be performed most cost-effectively. Minimizing vacancy loss is part of the cost-effectiveness calculation. The maintenance priorities of the Falmouth Housing Authority are the following:

- 1. Emergencies**
- 2. Vacancies**
- 3. Preventative Maintenance**
- 4. Programmed Maintenance**
- 5. Requested Maintenance**

Placing Programmed maintenance and vacancy preparation work ahead of resident work requests does not indicate that resident requests are unimportant. It emphasizes the importance of maintaining control of the maintenance work by performing scheduled routine and preventive work first. By doing so the Authority will decrease on-demand work and maintain the property in a manner that will keep and attract good tenants.

## **B. COMPREHENSIVE WORK PROCEDURES**

The Maintenance Supervisor will ensure that there are sufficient clear procedures in place to allow staff to implement this maintenance policy statement. All procedures will include the following:

- 1. A statement of purpose**
- 2. The job title(s) of the staff member(s) responsible for carrying out the activities in the procedure;**
- 3. Any forms needed to carry out the activities; and**
- 4. The frequency of any specified activities.**
- 5. After their adoption, maintenance procedures will be reviewed and updated at least annually.**

## **C. PERFORMANCE STANDARDS AND GOALS**

The Maintenance Supervisor establishes measures that will allow the effectiveness of maintenance systems and activities to be evaluated. In establishing these standards, the Housing Authority will take into consideration certain factors:

- 1. Local/State Building and Fire Safety;**
- 2. HUD Uniform Physical Condition Standards (UPCS)**
- 3. Falmouth Housing Authority job descriptions.**

Nothing in the documents listed above will prevent the Housing Authority from setting a standard that is higher than that contained in the documents. These standards and goals will be used to evaluate current operations and performance and to develop strategies to improve performance and meet the standards that have been set.

## **D. WORK ORDER SYSTEM**

The Falmouth Housing Authority shall have a comprehensive work order system that includes all work request information: source of work, description of work, priority, cost to complete, days to complete, and hours to perform. This information is required for the Authority to plan for the delivery of maintenance services as well as evaluate performance. To obtain the greatest effectiveness from the work order system, all work requests and activities performed by maintenance staff must be recorded on work orders.

**Work orders will contain, at a minimum, the following information:**

- 1. Preprinted number**
- 2. Source of request (planned, inspection, resident, etc.)**
- 3. Priority assigned**
- 4. Location of work**
- 5. Date and time received**
- 6. Worker(s) assigned**
- 7. Description of work requested (with task number)**
- 8. Description of work performed (with task number)**
- 9. Estimated and actual time to complete**
- 10. Materials used to complete work**
- 11. Resident charge**

## **E. DEFERRED MAINTENANCE PLAN**

Deferred Maintenance is maintenance, upgrades or repairs that are deferred to a future budget cycle or postponed for some other reason. Sometimes, it is referred to as extraordinary maintenance. Deferred Maintenance should not be confused with capital projects that would be included in the Capital Improvement Plan (CIP). No emergency work order should be categorized as Deferred. Any work order meeting the definition of deferred must be categorized as such within 45 days of issuance of the work order.

Deferred Maintenance would be used in the following situations:

- 1. Vacant Unit Turnover**
  - Anything noticed during inspection that can wait until unit is vacant. Example: Carpet replacement and counter top replacement.
- 2. Items that cannot be done because of season**
  - Example: Landscaping
- 3. Lack of Funding**
  - During a yearly inspection it was noticed that common areas needed to be repainted. Because of severe winter we had our budget did not allow us to complete the necessary painting at this time. The work order has been closed out and moved to the Deferred Maintenance Module. When our budget permits the necessary work will be completed.
- 4. Grouping items by location, task or trade**

- During an inspection it was noticed that several exterior lights at different locations were out. It is more cost efficient to group these together as a lift truck is required.

#### **5. Upkeep and Organizational Tasks**

- Anything above and beyond cleaning of community centers and offices. Example: strip and wax office floors, shampoo carpets and painting offices and community centers.

Items to be included in the Deferred Maintenance Plan:

- Item
- Date Added to Deferred Maintenance Module
- Item Description
- Site or Unit Number
- Reason Deferred
- Estimated Cost
- Materials Needed
- Original Work Order Number
- Target Completion Date
- Actual Completion Date
- Other Comments

Life and Safety items, work order backlog and small/minor items will not be categorized as deferred in the Deferred Maintenance Plan.

#### **F. SKILLS UPDATES AND TRAINING**

In order to allow its staff members to perform to the best of their abilities, the Falmouth Housing Authority recognizes the importance of providing the staff with opportunities to refine technical skills, increase and expand craft skills, and learn new procedures.

Suggested training subjects may include (but not limited to)

- 1. Safety Procedures**
- 2. Blood-Borne Pathogens**
- 3. Lead Based Paint**
- 4. Health and Safety Standards**
- 5. Trade specific skills updates**
- 6. Building Code updates/UPCS standards**

The Maintenance Supervisor is responsible for developing a training agenda/curriculum for the departmental staff and working with personnel department staff to identify the means of delivering the training.

#### **G. LONG RANGE PLANNING**

The Falmouth Housing Authority will put in place and maintain a long-range maintenance planning capability in order to ensure the most cost-effective use of Authority resources and the maximum useful life of Authority properties.

The Maintenance Supervisor will develop a property-specific long-range planning process that includes the following components:

1. **A property maintenance standard;**
2. **An estimate of the work required to bring the property to the maintenance standard;**
3. **An estimate of the work required to keep the property at the maintenance standard including routine and preventive maintenance workloads, vacant unit turn-around, inspection requirements and resident on-demand work;**
4. **An estimate of the on-going cost of operating the property at the maintenance standard;**
5. **A cost estimate to provide the specified capital improvements; and**
6. **A revised work plan and cost estimate of maintaining property at the improved standard.**

By developing a work plan, the Authority will be able to anticipate its staff, equipment and materials needs. It will also be possible to determine need for contracting particular services.

## **H. MAINTAINING THE PROPERTY**

All maintenance work performed at Housing Authority properties can be categorized by the source of the work. Each piece of work originates from a particular source -- an emergency, the routine maintenance schedule, the preventive maintenance schedule, a unit inspection, a unit turnover, or a resident request.

### **RESPONDING TO EMERGENCIES**

Emergencies are the **highest priority source of work**. The Falmouth Housing Authority will consider a work item to be an emergency if the following occur:

1. **The situation constitutes a serious threat to the life, safety or health of residents or staff; or**
2. **The situation will cause serious damage to the property structure or systems if not repaired within twenty-four (24) hours.**

If a staff member is unsure whether or not a situation is an emergency, he or she will consult with his or her supervisor. If a supervisor is not available, the employee will use his or her best judgment to make the decision.

For emergencies that occur after regular working hours, the Falmouth Housing Authority shall have a twenty-four (24) emergency response system in place. This response system includes the designation of a maintenance employee in charge for each day as well as a list of qualified pre-approved contractors, open purchase orders for obtaining required supplies or equipment, and access to Authority materials and supplies. The designated employee shall prepare a work order and report on any emergency within twenty-four hours after abatement of the emergency. See Attachment #3 for a list of emergencies.

### **PREPARE VACANT UNITS FOR REOCCUPANCY**

It is the policy of the Falmouth Housing Authority **to reoccupy vacant units as soon as possible**. This policy allows the Authority to maximize the income produced by its properties and operate attractive and safe properties.

The Maintenance Supervisor is responsible for developing and implementing a system that **ensures an average turn-around time of thirty (30) calendar days**. In order to do so, he or she must have a system that can perform the following tasks:

- 1. Forecast unit preparation needs based on prior years' experience**
- 2. Estimate both the number of units to be prepared and the number of hours it will take to prepare them; and**
- 3. Control work assignments to ensure prompt completion.**

The maintenance procedure for reoccupying vacant units relies on the prompt notification by management of the vacancy, fast and accurate inspection of the unit, ready availability of workers and materials, and good communication with those responsible for leasing the unit. The Maintenance Supervisor will have the ability to create special teams for vacancy turnaround or to hire contractors when that is required to maintain Authority goals.

## **PREVENTIVE MAINTENANCE PROGRAM**

Preventive maintenance is part of the planned or scheduled maintenance program of the FALMOUTH Housing Authority. The purpose of the scheduled maintenance program is to allow the Authority to anticipate maintenance requirements and make sure the Authority can address them in the most cost-effective manner. The preventive maintenance program focuses on the major systems that keep the properties operating. These systems include heating and air conditioning, electrical, life safety and plumbing.

### General Operating Systems

The heart of any preventive maintenance program is a schedule that calls for the regular servicing of all systems. The development of this schedule begins with the identification of each system or item that must be checked and serviced, the date it must be serviced, and the individual responsible for the work. The servicing intervals and tasks for each system must be included in the schedule. The completion of all required tasks is considered a high priority for the Falmouth Housing Authority. See Attachment #4 for Preventative Maintenance Task and Schedule.

A specific program will be developed for each system. This program shall include a list of the scheduled service maintenance for each system and the frequency and interval at which that service must be performed. The equipment and materials required to perform the service will be listed as well so that they will be on hand when needed. An assessment of the skills or licensing needed to perform the tasks will also be made to determine if an outside contractor must be used to perform the work. The preventive maintenance schedule must be updated each time a system is added, updated, or replaced.

### Roof Repairs/ Replacement

Maintenance of roofs requires regular inspections by knowledgeable personnel to ensure that there is no unauthorized access to roof surfaces and that there is good drainage, clear gutters and prompt discovery of any deficiencies. The Maintenance Supervisor is responsible for the development of a roof maintenance plan that includes these features:

1. **The type, area, and age of roof**
2. **Warranties and/or guarantees in effect**
3. **Company that installed the roof**
4. **Expected useful life of roof**
5. **History of maintenance and repair**
6. **Inspection schedule**

The Authority's maintenance staff will usually undertake only minor roof repairs. Therefore, there should be a list of approved roofing contractors to take on more serious problems for roofs no longer under warranty.

### Vehicle/Equipment Maintenance

The Falmouth Housing Authority will protect the investment it has made in vehicles and other motorized equipment by putting in place a comprehensive maintenance program. The vehicles and equipment to be covered include (but not limited to):

- Cars, trucks and vans**
- Tractors**
- Leaf blowers**
- Weed cutters**
- Lawn Mowers**
- Chain saws**
- Power tools**

The Maintenance Supervisor is responsible for the development of this plan which shall contain components for minimal routine service as well as servicing for seasonal use. Serviceable components for each vehicle or piece of motorized equipment will be listed in the plan along with the type and frequency of service required.

**The Maintenance Supervisor shall also maintain a system to ensure that any employee that operates a vehicle or piece of motorized equipment has the required license or certification.**

### Lead-Based Paint

The Falmouth Housing Authority is committed to controlling lead-based paint hazards in all its dwellings, especially family dwellings constructed prior 1978. If any hazards are suspected, the Authority will develop a plan to abate the hazard. Suspicion of hazards should be deemed if ANY of the following are noticed or there exists an awareness of (but not limited to)

1. **Was the structure or unit constructed prior to 1978?**
2. **Is there a child under the age of six residing in the unit?**
3. **Will the work to be performed generate higher than low levels of dust?**
4. **Is the surface and paint in poor condition? Or greater than 2 square feet?**

The Maintenance Supervisor shall be directed by the "Work Lead Safe" methodology to "Work Smart, Work Clean and Work Wet". Maintenance Supervisor will have the authority to ensure that properly trained and certified personnel perform these tasks through a control plan which will include such activities as:

- 1. Detecting the possible hazards of lead-based paint presence**
- 2. Lead Job Check List**
- 3. Proper materials to perform the work**
- 4. Proper equipment to perform the work**
- 5. Personal Protection**
- 6. Safe Work Practices**
- 7. Prohibited and Unsafe Work Practices**
- 8. Clean Up**
- 9. Decontamination**
- 10. Quality Assurance/Clearance**

The Maintenance Supervisor shall ensure that staff involved with activities that could affect or disturb Lead Based Paint are properly trained. In addition, The Maintenance Supervisor shall ensure that contractors involved with projects or tasks that could affect or disturb lead-based paint have the HUD/EPA required training and any appropriate certification.

Other responsibilities include informing residents, responding to cases of children with elevated blood lead levels, correcting lead-based paint hazards on an emergency repair basis, and any other efforts that may be appropriate.

### Life Safety Systems

The Falmouth Housing Authority shall have a comprehensive program for maintenance of life safety systems to ensure that they will be fully functional in the case of an emergency. The Maintenance Supervisor shall be responsible for the development and implementation of a schedule that includes the inspection, servicing and testing of this equipment. The equipment to be included in the plan includes the following:

- 1. Fire alarms and fire alarm systems**
- 2. Fire extinguishers**
- 3. Emergency generators**
- 4. Emergency lighting**
- 5. Smoke detectors**
- 6. Sprinkler systems**

The plan will include the required testing and servicing as required by manufacturer's recommendations. It will also include a determination of the most reliable and cost-effective way to perform the work including the decision to hire a contractor.

### **INSPECTION PROGRAM**

The Falmouth Housing Authority's goals of efficiency and cost-effectiveness are achieved through insuring that our stock is maintained in a manner that is decent, safe, sanitary and in good repair. This program calls for the utilization of the following standards:

- 1. Uniform Physical Condition Standard (UPCS) in the Public Housing Program**
- 2. Federal Housing Quality Standards (HQS) in the Section 8 Housing Choice Voucher Program**

### 3. Local and State Housing and Fire Safety Codes

In any case where there presents itself a conflict between 2 or more standards the more restrictive of the standards will be applied.

The inspection will encompass the following areas

1. Dwelling Units
2. Building Exteriors
3. Building Systems
4. Common Areas
5. Site(Grounds)
6. Health and Safety

The Maintenance Supervisor will know at all times the condition of each unit. The achievement of these goals may require more than the minimum annual HUD required inspection. The Maintenance Supervisor is responsible for developing a unit inspection program that schedules inspections at the frequency required.

**For all non-emergency inspections, the Resident shall be given at least two (2) days written notice of the inspection.** The Housing Inspection staff shall normally perform the unit inspection program of the Falmouth Housing Authority unless it is determined that the inspection program is contracted to an outside source.

**During each inspection, the staff shall perform specified preventive and routine maintenance tasks.** Any other work items noted at the time of the inspection will be documented on the Falmouth Housing Authority inspection form. All uncompleted work items shall be converted to a work order within twenty-four hours of the completion of the inspection. **The maintenance staff shall endeavor to complete all inspection-generated work items within 30 days of the inspection.**

**All Technical Services Staff are responsible for monitoring the condition of dwelling units.** Whenever a Housing Inspection and/or Maintenance staff member enters a dwelling unit for any purpose, such as completing a resident request for service or accompanying a contractor, he or she shall record on an inspection form any required work he or she sees while in the apartment. These work items shall also be converted to a service request within twenty-four hours of discovery.

Nothing in this policy shall prevent any Falmouth Housing Authority staff member from reporting any needed work that they see in the regular course of their daily activities. Such work items shall be reported to the site manager of the appropriate property.

### **SCHEDULED ROUTINE MAINTENANCE**

The Falmouth Housing Authority includes in this work category all tasks that can be anticipated and put on a regular timetable for completion. Most of these routine tasks are those that contribute to the curb appeal and marketability of the property.

#### Pest Control/Extermination

The Falmouth Housing Authority will make all efforts to provide a healthy and pest-free environment for its residents. The Authority will determine which, if any, pests infest its properties and will then provide the best possible treatment for the eradication of those pests.

The Maintenance Supervisor and the site manager will determine the most cost-effective way of delivering the treatments -- whether by contractor or licensed Authority personnel.

The extermination plan will begin with an analysis of the current condition at each property. The Maintenance Supervisor and site manager shall make sure that an adequate schedule for treatment is developed to address any existing infestation. Special attention shall be paid to cockroaches. The schedule will include frequency and locations of treatment. Different schedules may be required for each property.

Resident cooperation with the extermination plan is essential. All apartments in a building must be treated for the plan to be effective. Residents will be given information about the extermination program at the time of move-in. All residents will be informed at least one week and again twenty-four hours before treatment. The notification will be in writing and will include instructions that describe how to prepare the unit for treatment. If necessary, the instructions shall be bi-lingual to properly notify the resident population.

### Landscaping and Grounds

The Falmouth Housing Authority will prepare a routine maintenance schedule for the maintenance of the landscaping and grounds of its properties that will ensure their continuing attractiveness and marketability.

- 1. Routine grounds maintenance includes numerous activities:**
- 2. Litter control**
- 3. Lawn care**
- 4. Maintenance of driveways, sidewalks and parking lots**
- 5. Care of flower and shrubbery beds and trees**
- 6. Maintenance of playgrounds, benches and fences**

The Maintenance Supervisor shall be responsible for the development of a routine maintenance schedule that shall include:

- 1. A clearly articulated standard of appearance for the grounds that acknowledges but is not limited to HUD and local code standards;**
- 2. A list of tasks that are required to maintain that standard and the frequency with which the tasks must be performed;**
- 3. The equipment, materials, and supplies required to perform the tasks and a schedule for their procurement; and**

### Building Exteriors and Interior Common Areas

The appearance of the outside of Authority buildings as well as their interior common areas is important to their marketability. Therefore, the Falmouth Housing Authority has established a routine maintenance schedule to ensure that they are always maintained in good condition. The components to be maintained include:

1. Lobbies
2. Hallways and stairwells
3. Public restrooms
4. Lighting fixtures
5. Common rooms and community spaces
6. Exterior porches and railings
7. Building walls
8. Windows

The Maintenance Supervisor is responsible for the development of a routine maintenance schedule for building exterior and interior common areas. The schedule shall be based on the following:

1. A clearly articulated standard of appearance for the building
2. A list of tasks required to maintain that standard
3. The frequency with which the tasks must be performed
4. A list of materials, equipment and supplies required to perform the tasks.

### Interior Painting

The appearance and condition of the paint within each unit is important to unit condition and resident satisfaction. Accordingly, the Falmouth Housing Authority will develop a plan to ensure that interior paint in resident dwelling units is satisfactorily maintained. As part of this plan painting standards will be developed that include:

1. Surface preparation
2. Protection of non-painted surfaces
3. Standardized Color and finish throughout our properties
4. Paint quality
5. Methods of application approved
6. Lead paint testing and abatement if required

The plan will set out the conditions for the consideration of a painting request. These standards include the period of time that has elapsed since the last time the unit was painted. Alternatives for performance of the work will be included including the conditions under which a resident will be allowed to paint his or her own unit.

### **RESIDENT ON-DEMAND SERVICES**

This category of work refers to all resident generated work requests that fall into no other category. These are non-emergency calls made by residents seeking maintenance service. These requests for service cannot be planned in advance or responded to before the resident calls.

**It is the policy of the Falmouth Housing Authority to complete these work requests within seven (7) days.** However, unless the request is an emergency or entails work that compromises the habitability of the unit, these requests will not be given a priority above scheduled routine and preventive maintenance. By following this procedure, the Falmouth Housing Authority believes it can achieve both good resident service and a maintenance system that completes the most important work first and in the most cost-effective manner.

## **I. CONTRACTING FOR SERVICES**

The Falmouth Housing Authority will contract for maintenance services when it is in the best interests of the Authority to do so. When the employees of the Authority have the time and skills to perform the work at hand, they will be the first choice to perform a given task. When the employees of the Authority have the skills to do the work required, but there is more work than there is time available to complete it, the Housing Authority will determine whether it is more cost effective to use a contractor to complete the work. If the Authority staff does not have the skills to complete the work, a contractor will be chosen. In the last instance, the Authority will decide whether it will be cost effective to train a staff member to complete the work.

Once the decision has been made to hire a contractor, the process set out in the Falmouth Housing Authority Procurement Policy will be used. These procedures vary depending on the expected dollar amount of the contract. The Maintenance Supervisor and/or Working Foreman will work with the Executive Director to facilitate the contract award. The Executive Director will be responsible for the contribution of the Maintenance Department to this process. The most important aspect of the bid documents will be the specifications or statement of work. The clearer the specifications the easier it will be for the Authority to get the work product it requires.

# ATTACHMENT 1

## SYSTEM/COMPONENT CHECKLIST

### TYPE OF SYSTEM/COMPONENT INSPECTED

- |  |   |
|--|---|
| <input type="checkbox"/> Catch basins/Storm Drainage | <input type="checkbox"/> Domestic water                     |
| <input type="checkbox"/> Compactors                  | <input type="checkbox"/> Roof/Building Exterior             |
| <input type="checkbox"/> Condensation pumps          | <input type="checkbox"/> Vehicle                            |
| <input type="checkbox"/> Emergency lighting          | <input type="checkbox"/> Power Tool                         |
| <input type="checkbox"/> Exhaust fans                | <input type="checkbox"/> Fire alarms and fire alarm systems |
| <input type="checkbox"/> Exterior lights             | <input type="checkbox"/> Fire extinguishers                 |
| <input type="checkbox"/> Mechanical equipment        | <input type="checkbox"/> Emergency generators               |
| <input type="checkbox"/> Sanitary drains             | <input type="checkbox"/> Emergency lighting                 |
| <input type="checkbox"/> HVAC systems                | <input type="checkbox"/> Sprinkler systems                  |
|  | <input type="checkbox"/> Other _____                        |

---

Person \_\_\_\_\_ making \_\_\_\_\_ observation: \_\_\_\_\_

Date and Time of Observation: \_\_\_\_\_

Location of Component: \_\_\_\_\_

Description of Component Inspected: \_\_\_\_\_

Description of Defect or Issue: \_\_\_\_\_

Recommended Corrective Action: \_\_\_\_\_