



Custodial Program Improvement Specialist Cleaning Pilot Support Proposal

Prepared for:



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Cleaning Management Institute
10275 W. Higgins Road, Suite 280, Rosemont, IL 60018
800-225-4772 (North America) or 847-982-0800

issa.com/cmi

A. Executive Summary

1. Overview of Proposal

Thank you for your interest in engaging with ISSA Consulting and your desire to uplevel your cleaning program for the mutual benefit of all your campus employees, customers, and stakeholders. We understand that UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN desires to upgrade and improve the consistency of your cleaning, management, and systems and to mitigate the non-specific approach so that you can better focus on fulfilling the Universities mission and Vision. We offer an excellent solution to achieve these goals, including onsite visits to complete training, strategy sessions to work towards deploying the standard operating procedure to begin implementing Specialist Cleaning within UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN.

2. Value Proposition

The total value to an organization in implementing Specialist Cleaning in its entirety can be seen through a lowering of turnover and absenteeism, an increase in productivity, and an overall sense of joy and satisfaction in your employees. Some of the success indicators we affect are:

- HR costs for each FTE turnover are estimated at 16%. For an employee earning \$30,000 that's \$4,800 each episode not including efficiency losses, missed revenue, and sunk training and onboarding costs (Society for Human Resource Management).
- Developing engaged employees translates to a reduction in turnover by as much as 18% in organizations and a decrease in absenteeism by 81% (Gallup).
- Employees who are engaged in expected systems like Specialist Cleaning are more productive. Organizations with engaged employees see an average increase of 23% in productivity, a significant impact in an organization of your size. (Gallup)
- Creating a meaningful change that sticks, means that you are not talking about the same things next year- you're talking about the *next* things!

B. Company Information

1. Company Overview

ISSA is the *world's leading trade association* for the cleaning, hygiene, and facility management industry. The organization covers the entire industry – from the manufacturers and associate manufacturers, through the distribution and wholesale chains, to the professionals who clean our buildings, homes, and public spaces every day. ISSA represents a *trusted global network* that includes more than 10,500 of the industry's top solutions providers.

ISSA's 99 years of experience can mean success for your future. ISSA has alliances with more than 75 local, regional, and national associations as well as industry, government, and other leading corporate and community entities around the world. These are in addition to its own offices in Rosemont, US; Parramatta, AU; Milan, IT; and Seoul, KR.

2. Corporate, Regional, Technical Support

The ISSA executive staff is a Specialist of dedicated association professionals who work alongside the ISSA Board of Directors and volunteer leaders to further the association's mission.



JOHN H. BARRETT
Executive Director



KIM ALTHOFF
Senior Vice President



JON ADKINS
Senior Vice President



BILL BALEK
General Counsel



MIKE NOSKO
Executive Director, ISSA Canada



PATTY OLINGER
Executive Director, GBAC



MICHAEL PATTERSON
Executive Director, IEHA Division

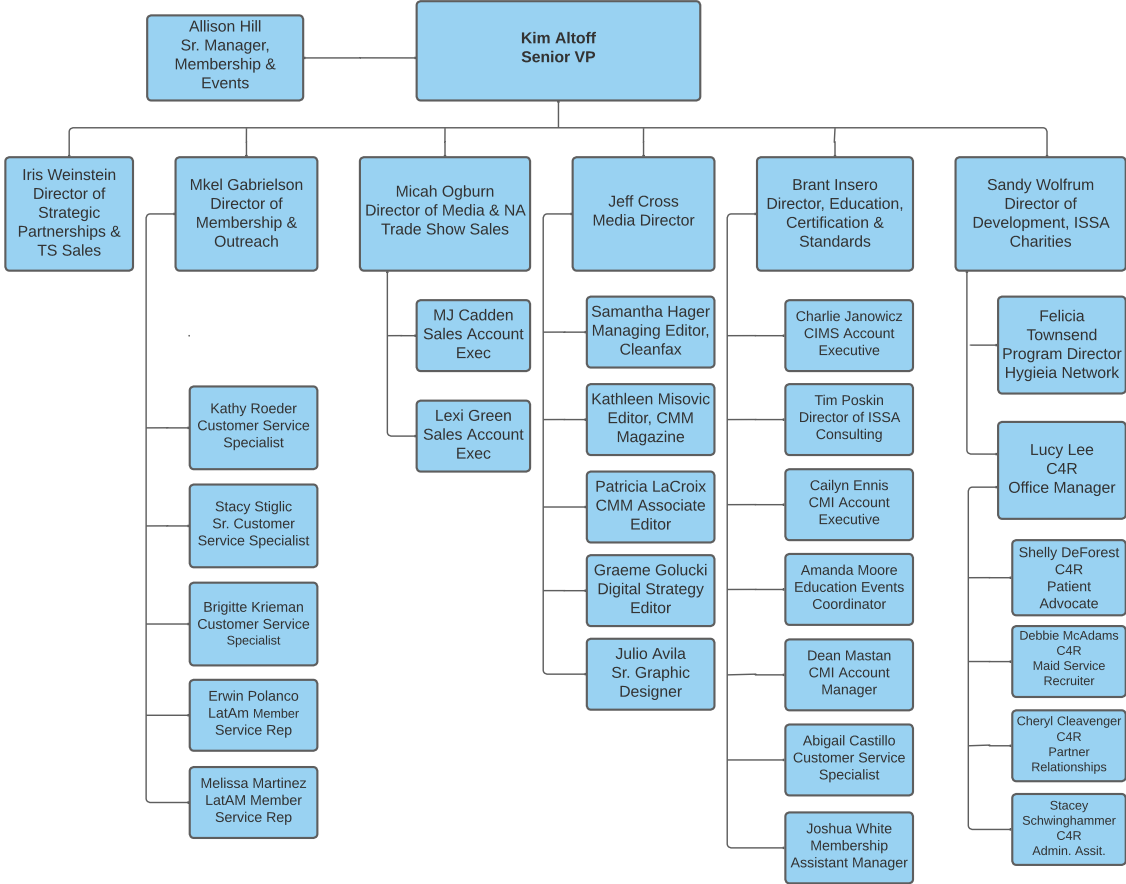


DONNA TODE
Controller



SANDY WOLFRUM
Director of Development, ISSA Charities

3. Key Corporate Personnel



4. Professional Association Affiliations and Certifications

ISSA leverages the expertise of our industry members to provide independent advice and valuable insight for the association’s operations and member services. Our councils consult, deliberate, and make decisions. Our committees discuss specific matters, make recommendations, and help implement plans.

- BSC Council (United States)
- BSC Council (Canada)
- Manufacturer Representatives’ Council
- Government Affairs Advisory Committee
- ARCSI Residential Cleaning Council

- IOPFDA Leadership
- ISSA Hygieia Network Council
- ISSA Europe Council
- Innovation & Education Committee in Europe
- ISSA Oceania Council
- Sustainability Council

C. Program Overview

1. Housekeeping

a. Program Components

ISSA Consulting has successfully provided consulting, education, and certifications for many years. Since 1964, ISSA and CMI have focused on offering high quality, professional consulting, auditing, education, training, certifications, and standards for commercial cleaning professionals. In addition, CMI has been helping the entire cleaning industry by improving the availability of knowledge and by enhancing cleaning performance that allow facilities to better reach their specific goals.

Our consulting process using Cleaning Change Solutions is the vehicle to standardize your organization to Specialist Cleaning and delivering long lasting change. Cleaning Change Solutions has engaged a Specialist of experienced



professionals with 150+ years' experience implementing Cleaning Change Solutions to help organizations be more efficient while providing quality cleaning. The Cleaning Change Solutions seven step process is the strategic plan that drives a cleaning operation to achieve your goals of a new program. We help cleaning departments that are searching for standardized systems to reach new goals by implementing prescribed Cleaning Change Solutions. ISSA's CMI Cleaning Change Solutions has been involved on projects of all sizes and industry type including higher education, hospitality, K-12 education, entertainment, corporate, retail, manufacturing, travel, and others.

The ISSA Cleaning Change Solutions seven step process



b. Preferred cleaning systems/approaches and rationale

Specialist Cleaning is a system for cleaning buildings in higher education that has been developed to maximize efficient use of labor, equipment, and other resources. Specialist Cleaning is a methodology based on engineered processes and cleaning science that applies equally to groups cleaning large areas and as an organizational system for individuals cleaning solo. Specialist Cleaning approaches cleaning in a systematic manner and incorporates continuous improvement management processes. This methodology uses “Specialists” for organizing specific cleaning tasks. The Specialist Cleaning system cleans the entire environment in a comprehensive, effective, and consistent manner by using well-trained and equipped custodians. The specialists method systematically cleans all facility areas. Specialist Cleaning differs significantly from traditional Zone Cleaning where custodians perform all cleaning tasks within a specified area. The zone system attempts to clean fragments of an environment, often cross contaminating, and failing to recognize environmental connectedness. Under the zone system, there is a high degree of cleaning variability, depending on the skill and motivation level of the individual cleaning worker. Zone cleaning accepts inconsistency of cleaning effectiveness throughout multiple zones.

The structure of Specialist Cleaning assignments enables custodians to work as a Specialist, cleaning the facility with less equipment and greater efficiency. Routes are structured so custodians perform only assigned specialist tasks to complete their routes. Specialist functions are assigned distinct color codes. Each color code represents the type of cleaning tasks performed for that function and the tools and chemicals required to perform those cleaning tasks. Each specialist performs the same cleaning tasks in multiple spaces. These tasks are categorized by the specialist function. Custodians can perform one or more Specialist functions during their workday. In the event of smaller buildings one person can perform all specialist tasks

in sequential order. Specialist cleaning divides the services required to clean a building into four distinct roles.

- Above the Floor Cleaning Specialist
- Vacuum Specialist
- Restroom Specialist
- Utility Specialist

By limiting the assigned tasks for each of the janitorial crew members, several efficiencies are achieved. The specialization of the cleaning tasks promotes faster, more efficient cleaning by each Specialist member. Also, the specialization allows for more efficient utilization of equipment and supplies. Each individual Specialist member will need fewer trips to the janitorial closet. Finally, training, management and supervision are simplified when Specialist cleaning is used.

c. Job loading methodology

Specialist cleaning is a management process that employs housekeeping specialists in working together to clean a building or defined area. The Specialist Cleaning system includes many coordinated and integrated components that are not typically found in other cleaning programs. Each specialist goes through an area systematically. Everyone on the Specialist performs specific tasks:

• **Restroom specialist:** Clean, disinfect, and restock the restroom

• **Light duty specialist:** Dusting, wiping, emptying trash, spot cleaning

• **Vacuum specialist:** Vacuum carpet and hard floors and furniture

• **Utility specialist:** clean stairwells, clean elevators, spot clean glass, mopping and scrubbing hard floors, hauling trash to the dumpster from central points, and other tasks not assigned to Light Duty, Vacuum, and Restroom Specialists.

Specialists' duties are tailored to fit the cleaning needs of a particular building. Specialist member tasks and scheduling are based on the building size, layout, and special needs. A Specialist is determined by the amount of cleaning space, tasks to be completed, and the frequency of tasks being performed. A Specialist of one performs all tasks in all spaces.

The key to achieving the maximum efficiency in Specialist cleaning, and therefore the fastest cleaning speeds, lies in effective workloading. The ultimate purpose in workloading is to equalize the time requirements for the janitorial tasks in the building so that each Specialist member has an equal load, and all Specialist members will finish their assigned tasks each night at roughly the same time.

- Using the official ISSA Cleaning Times (2021), an initial workloading must be done before the first time the Specialist cleans the building. In this sense, setting up a building for Specialist cleaning requires more effort at first than with zone cleaning. The better the initial workloading is, the smoother the startup will be, so it is worth the effort to try to get it as close as possible in the first workloading attempt.



- Cleaning times are the starting point for estimating labor and workloading based on cleaning tasks and the time it takes to complete them. Cleaning times identify efficiencies through increased productivity by utilizing different equipment, tools, and technology. The cleaning times are built using five components: task, tool, time, total units, and training.
- Workloading of assets is a typical approach to workloading where all assets are collected, counted, and measured by asset type and space type. The Specialist Cleaning program begins with a detailed assessment and evaluation of the building's cleaning needs, known as Building Profiling.
- The workloading designed utilizes The Official ISSA Cleaning Times (2021). and has been adopted as the standard in government, healthcare, education, retail, and other industry segments in the United States as well as incorporated into a wide variety of workloading and quality programs as the standard default task times. The ISSA Cleaning Times also includes other cleaning times that are needed to complete working specific to your built environment. Cleaning times for non-cleaning activities (check in time, break times, travel time, clean up.) are reflected on the job cards and are specific to the organization.

d. Product and Equipment specifications, if applicable.

BETTER CLEANING CHEMICALS AND TOOLS

Specialist Cleaning has repeatedly assessed the most effective and suitable supplies and equipment that are ergonomically improved, provides sanitation and hygiene, and are environmentally sustainable. In the Specialist Cleaning system there are only three daily use chemicals employed, a general-purpose cleaner, disinfectant, and a detergent.

Specialist Cleaning chemicals are in pre-portioned form and assigned to specialists at the start of each work shift according to their assignment and need. The portion packaged chemicals are especially designed to reduce cleaning chemical injuries to cleaning workers. No aerosol products are included in Specialist Cleaning. The cleaning worker carries the chemical packets in a distribution tray and uses them as required. The Cleaning chemicals used in Specialist Cleaning are certified and labeled as green cleaning products by Green Seal. Green Seal is an independent non-profit organization dedicated to safeguarding the environment and transforming the marketplace by promoting the manufacture, purchase, and use of environmentally responsible products and services. Green Seal Certification ensures that a product meets rigorous, science-based environmental leadership standards. This gives manufacturers the assurance to back up their claims and purchasers confidence that certified products are better for human health and the environment. Government agencies increasingly recommend and require that only green certified products be purchased and used in facilities under their control.

In the Specialist Cleaning system, the traditional Kentucky mop is replaced with a much lighter flat microfiber floor mop. The flat microfiber mop head is removed after each work shift and washed and dried. The bucket used with the flat mop has two chambers, one for fresh water and cleaning solution, and a rinse section for depositing wastewater. The Specialist Cleaning mop system greatly reduced cross or recontamination when mopping an unsanitary floor, especially in a restroom. The Specialist Cleaning backpack vacuum cleaners are “Green Label Vacuums” tested and certified by the Carpet and Rug Institute (CRI). Green Label Vacuum Cleaners are increasingly recognized and recommended by environmental health authorities as useful in maintaining a healthy indoor environment. To receive a CRI Green Label, a vacuum cleaner must pass test standards in three areas: soil removal, dust containment (IAQ protection), and carpet appearance.

Specialists in Specialist Cleaning are “kitted” with the tools and chemicals necessary to complete the tasks that are assigned. The kitting planner computes the kitting of necessary tools, chemicals and equipment to deployment cleaning specialists and Specialists based on the flow-charted cleaning solutions. The kitting is specific to the selected buildings. Note: Kitting of specialists may be improved with adjusted work times that do not overlap shifts.

Specialist Start Up Kitting List		
Shipping Information:	Kitting List Prepared By:	Specialist Numbers
	Cleaning Change Solutions	Light Duty Specialist
		Vacuum Specialist
	Contact Information:	Utility Specialist
	tm@cmics.com	Restroom Specialist
	206 384 6967	Porter Specialist

E. Management Plan

1. Staffing and Personnel

Tim Poskin, Director of ISSA Consulting.

Tim Poskin is the founder of Cleaning Change Solutions and is the leading authority on custodial workloading and transitioning from organizations from polluting programs to cleaning programs. Tim has created numerous resources and training materials that have been used successfully in numerous organizations utilizing Cleaning Change Solutions. Tim is a regular speaker at the ISSA Conferences and other industry training events. For 25+ years Mr. Poskin has led the charge to upgrade the cleaning industry to clean for health.

ACTIVITIES: STRATEGY, KITTING, START UPS

Brant Inero, Senior Director of Education and Training at ISSA

Brant Inero is the Director of Education, Certification and Standards for ISSA and has run CMI for the past six years which is the custodial training and certification arm of the ISSA. With over a decade of training experience, including sales, customer service, custodial operations, and much more, Inero continues to drive innovation within the ISSA through education. Over the course of his fifteen-year career as a trainer, Inero has instructed professionals in telecommunications, publishing, retail, higher education, correctional, and many other industries. Along with training, Inero has owned and operated a successful business over the past ten years.

ACTIVITIES: CORPORATE SUPPORT, RESOURCES, TRAINING

Scott Perelstein, Project Manager

Scott is a change management specialist who closes the gap between strategy and implementation. His years of experience translating between planners and doers aids in shepherding Specialists in the same direction - especially in times of change. Having directed operations in higher education, Scott understands the importance of leadership and workplace culture in balancing day to day outcomes with strategic plans.

ACTIVITIES: PROJECT MANAGER, SYSTEMS DESIGN, TRANSITION STRATEGY

2. Start Up and Transition Plan

Through the work contained in this proposed scope of work UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN will be able to:

- Receive onsite training on Specialist Cleaning
- Provide Leadership with a better understanding of Specialist Cleaning
- Understand the exact barriers to success within the scope of your operations so that together we can design a tailored course of action.
- Benefit from a clear strategy for implementing the holistic Cleaning Change Solutions approach that is unique to Specialist Cleaning organizations.
- Have a better perspective on how to assign work using Specialists.

ISSA Consulting will provide:

- Onsite training for cleaning workers to Specialist Cleaning to representatives of your universities facilities department not to exceed 500,000 square feet using the ISSA Cleaning Times (2021) and modules from the ISSA courses.
 - Leadership in brief and introductions to key personnel.
 - Introduction to ISSA.
 - What is High Performance Specialist Cleaning?
 - Specialists
 - Color Coding
 - Detail, Daily, and Spot Cleaning
 - Safety
 - What are the Seven Steps of Cleaning Change Solutions
 - Workplace Culture and UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN
 - Benefits and Outcomes
- Onsite Strategy Session to determine to best path forward based on proven results that work.
- Specialist Cleaning pilot Consultations (offsite)

JOINT ACCOUNTABILITIES

ISSA Consultants will be at your facilities for the designated number of days to collect data, perform their activities, provide training(s), and be available for answering questions that arise.

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN is responsible for providing access to facilities and leadership for ISSA Consultants with a representative of your organization. UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN will also provide meeting space for consultants to meet with stakeholders for and individual strategy sessions. UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN is responsible for procuring

Specialist Cleaning items listed in the Best in Class Kitting Report (See Section 9: Initial Workloading Assessment Results of University of Illinois Revised 1_20_23[30].pdf)

3. Safety and Security

ISSA Safety & Security Programs

SAFETY POLICY

It is ISSA's intention to take all practical steps necessary to prevent injury to its employees. Every reasonable precaution is taken to provide a safe place to work. Injury prevention, however, is largely an individual responsibility, and all employees are expected to do their part to work safely. The following common-sense rules should always be observed:

- Learn the location of the association's posted fire rules and fire extinguishers.
- Eliminate all fire hazards.
- Do not operate electrical equipment with wet hands.
- Report all unsafe or potentially hazardous conditions to the Director of Human Resources immediately.

Examples of potentially hazardous conditions are:

- Wet or slippery floors
- Equipment left in hallways or walkways
- Exposed wiring
- Careless handling of equipment
- Defective equipment

Employees should report observation of an unsafe act or work condition and all personal injury accidents immediately to the Director of Human Resources.

ELECTRONIC SYSTEMS AND INTERNET SECURITY

ISSA systems, including but not limited to, personal computers, telephones, faxes, e-mail, internet and voicemail, are intended for business use and are to be used in facilitation of the organization's business. Any communication that is performed on company-provided equipment may be reviewed, monitored, and evaluated at any time.

You may access only the programs and files that you have been authorized to use. Unauthorized use, removal of equipment, removal or installation of any programs, or improper use of information contained in the systems to which you have access may be grounds for disciplinary action up to and including immediate termination.

Employees should be cautious when opening or downloading e-mails and their attachments from sources outside the company. ISSA's policies on harassment and non-discrimination are extended to the use of technical equipment, communication devices, e-mail, and internet use. Employees may not download or view any offensive or objectionable materials. If at any time, an employee feels harassed or threatened by any communication, he/she should report it to the Director of Human Resources immediately so that appropriate action may be taken. Violation of this policy is grounds for disciplinary action up to and including termination.

Employees may not duplicate or install any software whatsoever. Any such action may be grounds for disciplinary action up to and including immediate termination. If you require or need to install any software, please contact the Director of IT or Director of Operations for assistance.

4. Training - The success of the program depends upon the success of the implementation.

The cleaners all must be trained in the new tools, new routes, and new expectations. Again, for many the investment in training creates a positive vibe as it reinforces the feeling of how important the cleaner role is to the overall mission of the organization. Training in the Specialist Cleaning arena helps each cleaner to understand all the Specialist roles so they can feel where their assigned role is important to the overall outcomes. It is also crucial for creating management flexibility to reassign cleaners for absentee staffing and work coverage. It also helps your best performing cleaners to feel a sense of parity amongst their less well performing peers. The playing field becomes leveled. The implementation will project oversight and attention will identify the cleaners who have been hiding in the shadows. It is much more difficult to skate through a shift underperforming in the Specialist Cleaning model.

Specialist Training Description Syllabus

DAY ONE

Specialist Cleaning Fundamentals

History of Specialist cleaning

Introduction to Systems

Difference between process and system

Industry solutions (old and new)

System benefits

Simplicity

High performance cleaning

Improved training effectiveness

Successes

Application to different types of facilities

Defining and clarifying the system

Specification design for balanced workflow

Specialist Cleaning specialists

DAY TWO

Verification of training

Workloading (exercise)

Space analysis

Assigned space to specialists

Cleaning system design (Google Job Card)

Space analysis using online solutions.

Specialists selection

Production capacity and ISSA 612 CT

Flexible and nimble utilization of workloading

Assigned space by specialist.

How to core and core design

Specialist Routing

Managing Specialist Cleaning

Cleaning Worker Training Description Syllabus

Cleaning TERMS

OSHA COMPLIANCE for cleaning worker safety & PPE specific to Housekeeping

CLEANING SPECIALISTS - who, does what, when, where, why and how

CLEANING FOR HEALTH

LOGISTICS - Janitor Closets, Equipment Rooms, Control Cabinet

DETAIL Cleaning, DAILY Cleaning, SPOT Cleaning

COLOR CODING - Specialists color coded tools and equipment

ERGONOMICS - Backpack vacuum use, mopping, and lifting

Cleaning CHEMICALS and pH.

Workloading ROLES and specialists

5. Quality Assurance Program

Our proven Cloud Based P.L.A.T.E. assessment process includes:

P = People Process

L = Logistics

A = Appearance Levels

T = Tolerance Levels

E = Efficacy of cleaning

The People Process

The criteria assessed during the people process included questions asked directly to cleaning workers while observing working behaviors. The question criteria is based on the engineered components of industry acknowledged successful cleaning programs. The questions range anywhere from how they feel about coming to work, to how they clean a restroom, do they know the location of the SDS sheet for the chemical they are using. For cleaning workers, questions specific to the space they were cleaning are asked. This set of data helps identify the quality of

processes in place as well as highlighting areas for improvement in both workplace culture and cleaning efficacy. The People Process includes a feedback loop that addresses customer complaints, and accountability for the cleaning worker.

Logistics

The Logistics Assessment measures how the cleaning program is set up. In a cleaning system everything included in the program is organized including a designated location where it is assigned to be. Cleaning components assessed include the chemical program, SDS compliance, equipment area cleanliness, and other factors. The criteria is based on the lean workplace criteria included in the 5 S's – Sort, Set In Order, Shine, Standardize, and sustainability. The Logistics section is divided into two categories - Logistics items and Safety related issues.

Appearance

Appearance is a key cleaning outcome. Appearance includes the visual component of cleaning. The Initial Assessment assigns a number value to the cleaning appearance of different space types and surface areas based on APPA's Five Levels of Clean where a score of 1 is good and a score of 5 is low. (See Section 12 for full description of criteria). Appearance assessments are conducted based on the type of space and how the space is utilized. Each property has the latitude to set their own appearance score expectations for their customer experience. Example See Table 3.0.

Table 3.0 Example Appearance Table

Average Inspection Score	
Location	Score
Chestnut Hill	3.4
EPOC	3.2
Westwood	2.5
Commons	3.0
Total (Average)	3.0

Tolerance

Tolerance is the act of bringing the facility up to the agreed upon standards that are outlined in the Scope of Work between you and the customer. This includes allowing for levels between cleaning and maintenance, disinfection and cleaning, and the type of deep cleaning.

Efficacy

ATP TESTING – To measure clean on solid surfaces, testing of effective cleaning practices plays a key role in providing healthy buildings for occupants. The most commonly adopted method for real-time Biological Contamination monitoring cleaning process performance is the measurement of adenosine triphosphate (ATP). ATP is present in all animal, vegetable, bacteria, yeast, and mold cells. Detection of ATP indicates the presence of contamination by any one of these sources. ATP systems do not detect viruses directly.

The ATP results are compared to levels established for human health and safety in the ISSA Standard for Measuring the Effectiveness of Cleaning in Institutional and Commercial Facilities 0415-2015 as well as the criteria set forth in the Center for Disease Controls (CDC) criteria for the Conceptual Program Model for Environmental Evaluation (2007). The ISSA Clean Standard has been peer reviewed and establishes the compliance guidelines for cleaning efficacy using ATP. Each specific test is either pass/fail when measured against the standard.

The ISSA Standard for Measuring the Effectiveness of Cleaning in Institutional and Commercial Facilities 0415-2015 can be found at:

<https://www.issa.com/certification-standards/issa-clean-standards>

6. Sustainability Program Overview

System simplicity is a main component of the Specialist Cleaning system. There are far more organization and safe and sanitary storage of cleaning equipment supplies in the Specialist Cleaning system than in a zone system. The Specialist Cleaning system uses far less chemicals than the zone system with less risk for a significant chemical spill or accident. The mops are much easier to use and maintain in the Specialist Cleaning system than the zone system. The two-chamber mop bucket reduces cross contamination and provides for a significantly higher level of sanitation.

In the zone system each cleaning worker is assigned a closet in which to store equipment, chemicals, and supplies. There is, on average, one janitor closet for every floor in most locations. Most of these chemicals are in concentrated form, in half-gallon size containers. When the

chemical is used, it is mixed by using a manufacturer supplied mixing machine. All zone cleaning workers are supplied with a cleaning cart, microfiber dust cloths, and spray bottles. They typically mop floors with a #12 Kentucky mop. The mop bucket is a single chamber plastic bucket. The bucket is not designed to reduce cross contamination through the separation of fresh water and rinse water.

Under Specialist Cleaning the number of concentrated chemicals is reduced from an average of 12 to 3 daily use chemicals ensuring less unnecessary chemical exposure to cleaning workers and building occupants. In the Specialist Cleaning system, multiple janitorial closets are replaced with a single, centrally located Specialist room that contains cleaning worker lockers, and a constantly inventoried janitorial supply cabinet. The entire Specialist Cleaning Specialist operates from this central location. A central "equipment room" provides storage for vacuums and heavy cleaning equipment. Paper supplies are restocked and stored in central "pantry" locations throughout the building.

According to the United States Environmental Protection Agency (EPA), source reduction means "purchasing durable, long-lasting goods and seeking products and packaging that are as free of toxics as possible. It can be as complex as redesigning a product to use less raw material in production, have a longer life, or be used again after its original use is completed. Because source reduction prevents the generation of waste in the first place, it is the most preferable method of waste management and goes a long way to protecting the environment."