#2 - Custodial Operations

Presenters:
Glen Huizenga & Jeff Miller

The **grandparents** (Directors of Operations) from this weekend's **wedding** (MSBO Conference) ...no words!
Agenda

• Introduction
  – (Introduce Self to Group & Share How You Got Into Current Position)
• Many Hats
• Purpose: Why/How/What
• In-House vs. Privatization
• Cooperative Purchasing
• Q&A
Table Teams

- Name
- Logo
- Motto
  - “Grandma Friendly”

The Superheroes!

“Saving Directors of Operations from Themselves for the Benefit of Mankind”
It’s Trivia Time

Many Hats
Manager
Many Hats

Disciplinarian

Many Hats

Buyer

Bid Specifications
Many Hats

Customer Service

Many Hats

Scheduler
Many Hats

**Interior Decorator**

- Classroom Layout/Set Up
- Furniture Purchasing

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Many Hats

**Inspector**
Many Hats

Capital Outlay

Planner

Building Remodel

Many Hats

Communicator
Many Hats

PTO Groups – Churches – Facility Use & Rental – Sports Organizations

Many Hats

DROM

Association Member

SWMFOD
Let’s Dig Deeper

Many Hats

Custodians
Maintenance
Outside Contractors (Construction, Plumbing, Architects, etc)

Manager

Grounds
Building Service Contractor
Administrative Assistant
Setting Expectations

- The Key To Accountability
- You Must Be Clear In Your Communication

“The lack of clearly understood expectation is the source of much strife in relationships, the cause of most conflicts, and the beginning of poor organizational performance.”

– Kevin Eikenberry

How to Communicate Employee Expectations Effectively

- Keep the Conversation Alive
  – It’s ongoing. No surprises at Annual Review
- Affirm What's Working
  – It’s too easy to focus on the negatives. Highlight the positives
- Invite Honesty
  – Honesty breeds trust
How to Communicate Employee Expectations Effectively

• Step Into Their Shoes
  – Remember who your talking to. What would you want to hear? How would you want to hear it?

• Become a Mentor and Calibrate Workloads
  – Collaboration means checking in with an employee on how the work is progressing and adjusting when necessary
New Orientation Notes

Keywords:
- "me" and "that"
- Checklist: Hours for the week
- Relaxation: Time-off (permanent & temporary)
- Vacation
- Sick/Vacation
- Emergency Time

Time-Off Request:
All new associates are able to have the same days off.
All requests have to be approved by the manager.

Sick Days:
Call Jeff on his cell phone (519-732-65). If he does not answer, leave a message.
If Jeff does not return your call, please follow up with a call to Rob (519-732-51).

Policies:
Every other Friday:
All district and office requests.

Emergencies:
Phone: Main office — office building
Call Rob or Jeff — if they are not available. Follow the FACILITIES EMERGENCY PROCEDURE. Make sure you know what to do in case of an emergency.

Procedure: Make sure you know what to do in case of an emergency.

Emergency: Follow the FACILITIES EMERGENCY PROCEDURE. Make sure you know what to do in case of an emergency.

Instruction
Take the E911 emergency number in case of an emergency.

Phone Numbers:

<table>
<thead>
<tr>
<th>Name</th>
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<th>New Orientation Notes 3</th>
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<tbody>
<tr>
<td>Jeff</td>
<td>519-5376</td>
<td>916-7968</td>
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<tr>
<td>Rob</td>
<td>519-7325</td>
<td>916-7975</td>
</tr>
<tr>
<td>Cindy</td>
<td>519-9236</td>
<td>916-7923</td>
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<tr>
<td>Jan</td>
<td>519-4236</td>
<td>916-3265</td>
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<tr>
<td>Fred</td>
<td>226-3366</td>
<td>916-4316</td>
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<tr>
<td>Al</td>
<td>226-5230</td>
<td>916-4840 (ext. 3332)</td>
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<td>Bill R.</td>
<td>519-7935</td>
<td>Penny</td>
</tr>
<tr>
<td>Simon H.</td>
<td>519-5212</td>
<td>Ruby M.</td>
</tr>
<tr>
<td>Dave M.</td>
<td>519-7770</td>
<td>Scott S.</td>
</tr>
<tr>
<td>Chris C.</td>
<td>519-5235</td>
<td>Tod</td>
</tr>
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</table>

Map of the Area:
You should familiarize yourself with the emergency exits.

Room numbers for work orders:

Chemicals:
- Mop: 9—51
- Chlorine Water
- Glue (10)—2
- Top Coat: 30
- Spray No-Dissolve
- Cream Cleaner
- Shredded Paper and Pads

Micro-fiber Cloths:
- Blue—Tissue
- Red—Toilet
- Green—Armrest
- Yellow—Floor

Bags—Micro-fiber and White Towels:
- Blue—Keep on shelf in the supply room
- Gray—Return to the laundry area at the end of your shift and place in laundry cart.
**Daily Maintenance Checklist**

**Micro-Fiber Cloths**
- **Red**: Use only for tables
- **Blue**: Use only for sinks
- **Yellow**: Use only for windows
- **Green**: Use only for stainless steel

Colors need to be kept separate from each other and do not allow red and blue to touch one another in the cleaning area or in the cleaning bucket.

**Johnny Mops**
- **White Handle**: Use for food areas
- **Blue Handle**: Use for bathrooms

Always use separate solution containers, as brushes cannot be allowed to come in contact with each other at any time.

**Daily Maintenance Checklist**

**Empty Recovery Tank**
This tank needs to be emptied when full, and on the cardboard of each machine (black, white, and blue rolls).

Always keep the tank clean, to allow it to air out overnight.

**Empty Solution Tank**
Start solution tank at the end of the week before plugging in the charger.

**Recharge Batteries**
Check the battery charge and recharge as needed.

**Filters, Hoses, Squeegee, and Pads**
Always leave equipment the way you want to find it—when you use it next!
Many Hats

Disciplinarian

4150 - DISCIPLINE PROCESS

In the event that the discipline process leading to termination is necessary with classified staff, the steps listed below will be followed:

- Verbal Warning – Documentation for Files
- Written Warning – Copy for Files
- One (1) to three (3) days suspension from job without pay - Documentation for Files
- Termination

The District, however, reserves the right to omit certain steps in the above stated process if the situation so warrants.
Many Hats

Value vs. Price

You Need To Know What Is Important To You!
Custodial Supplies
Bid Specifications

• Know What You Want
• Don’t Leave Anything Open For Interpretation
• If a Price is “To Good To Be True”, You’re Not Getting What You Specified
• Ask For Pricing To Be Broken Down Into Common Denominators
  – Ex. Can Liners: Net Case Weight
  – Ex. Hand Soap: Price Per Milliliter (Push)

Custodial Supplies
Bid Specifications

• Truth In Labeling
• Case Price Is Not A Good Evaluator unless your Bid Specification Is Limited To EXACT Product
Case Price Isn’t a Good Evaluator

Gojo  FMX 2000 System
- 2 cartridges per case
- 2000ml per cartridge
- 4000ml per case
- Case Cost: $47.64

DEB Refresh 1000 System
- 6 cartridges per case
- 1000ml per cartridge
- 6000ml per case
- Case Cost: $47.31

Which is your better value?
Are you sure?
What’s the common denominator?
How many ml per dispense? Do you know?
Many Hats

Customer Service
Who Are Your Customers?

- Students
- Teachers
- Administration
- Coaches
- Parents
- Peers

What Would They Say?

- Students
- Teachers
- Administration
- Coaches
- Parents
- Peers
Have You Thought to Simply ASK?

Question 1: How do you rate the overall cleanliness of your area?

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<thead>
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<th>Responses</th>
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<tr>
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Question 2: How do you rate the overall quality of service provided by the custodial department?

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Question 3: How do you rate the custodial employees in terms of their helpfulness and courtesy towards you?

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<tr>
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**Question 4:** How do you rate the overall quality of service provided by the Maintenance Department?

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<th>Responses</th>
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<tbody>
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<td>Good</td>
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<tr>
<td>Average</td>
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<td>Fair</td>
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<td>Poor</td>
<td>1</td>
</tr>
<tr>
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**Question 5:** How would you rate the maintenance employees in terms of their helpfulness and courtesy towards you?

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<td>Poor</td>
<td>3</td>
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<tr>
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</table>
**Question 6: How would you rate the response time by the Maintenance Department for the work requests you submit?**

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<tbody>
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**Many Hats**

**Scheduler**
Many Hats

Inspector
Many Hats

Capital Outlay

Budget

Planner

Building Remodel

Bid

Specifications
MSBO Facilities Planning Tools
http://www.msbo.org/facilities

FACILITIES
MSBO SCHOOL FACILITIES BENCHMARKING
- 2010 MSBO Facilities Benchmarking Report

CONSTRUCTION BIDDING & AGREEMENT FORMS
- The State of Michigan is now utilizing SCOM VSS (Vendor Self Service) for electronic procurement. It replaces BuyMichigan. Go to the SCOM website for sourcing construction and other bids. You can access training materials and tutorials that will help you utilize the system. This site can provide a platform for most bid solicitations, not just construction.
- Partners in Rebuilding for Schools from the Michigan Department of Labor & Economic Growth, which provides guidance on work that may be performed in school buildings by non-licensed persons and without permits.
- Partial Relationships/Insurance Liabilities provided by Clark Hill PLC.
- Affidavit of Builder

FIRE WATCH GUIDELINES: when a building fire alarm is temporarily out of service (posted 9/14/14)

MICHIGAN RESOURCES
- Storm Water Discharge/Runoff Management for Public School Districts is provided by Arch Environmental Group, Inc. as an objective tool for schools to use to better understand their roles and responsibilities under current stormwater regulations.
- State of Michigan written notice of the process for installing new and moving used modular buildings.
- Bureau of Fire Services
- Bureau of Construction Codes
- Department of Environmental Quality (DEQ)
- MI Occupational Safety & Health Administration (MIOSHA)

REGIONAL RESOURCES
- ADA Accessibility Guidelines
- EPA’s Chemical Management Resource Guide for School Administrators
- EPA’s Indoor Air Quality
- EPA’s Lead Renovation, Repair & Painting
- Healthy School Environments (HSE)
- International Facility Management Association (IFMA)
- Mold Remediation in Schools
- National Clearinghouse for Educational Facilities (NCEF)
- OSSE
- Public (wayfinding) Safety Handbook
- Data Sources Resource page offers a variety of information collected from schools around the country
- U.S. Green Building Council (USGBC)

MISCELLANEOUS
- Red Rugs: What Schools Need to Know
- Facilities, Facts, Calendar
Essential Questions About Your Custodial Operation You Must Be Able to Answer – CleanOpsStaff can help!

- How many custodians and how much money do I need to clean the new building that is coming on line?
- How many cleanable square feet of space am I responsible for cleaning?
- How many custodians and how much money do I need to clean all the buildings I am responsible for?
- What cleaning level can I expect with my current staffing level and budget?
- What Cleaning level am I actually getting with my cleaning staff?
- Are my custodians equally work loaded?
- Are the days of the week equally worked loaded?
- When is it best to schedule my project work?
- What is my average CSF per Custodian?
- Can I reduce the cost of my cleaning operation?

Ernest R. Hunter, Sr., P.E., CEM, ACP, MOS (Master)
Why *CleanOpsStaff*?

It takes the pencil out of the calculations in the guidelines...

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**Many Hats**

**Communicator**
**Who You Will Communicate To**

- Your Staff
- School Staff
- Administration
- School Board
- Association Members
- Vendors
- Parent Groups

**Public Speaking Resources**

- **Toastmasters International**
  
  — Toastmasters International is a nonprofit educational organization that operates clubs worldwide for the purpose of helping members improve their communication, public speaking and leadership skills. [Wikipedia](https://en.wikipedia.org/wiki/Toastmasters_International)
  
  — [www.toastmaster.org](http://www.toastmaster.org)
Public Speaking Resources

Our Vision of Leadership Training

Great leaders are individuals who are passionate about and confident in the work they do, and they inspire others to do so in the process. Dale Carnegie’s Leadership Training vision extends from corporate training and team building, to improving the leadership qualities within each individual. Our Leadership Training courses are not a one-size-fits all approach, and we’ll work with you or company to provide custom training resources.
Many Hats

PTO Groups – Churches – Facility Use & Rental – Sports Organizations

Many Hats

Interior Decorator

- Classroom Layout/Set Up
- Furniture Purchasing
Many Hats

DROM

Association Member

SWMFOD

It's Trivia Time

??

Homer Simpson says, "Here... Trivia Night!"
Group Exercise
(10-15 Minutes)

• 4 Groups
• Choose a “Hat”
• Collaboratively discuss the chosen “Hat” with the intent of presenting one insight to the entire group
• Insight Ideas:
  – Success story
  – Mistake made and lesson learned

• Manager
• Disciplinarian
• Buyer
• Customer Service
• Scheduler
• Interior Designer

• Inspector
• Planner
• Communicator
• Community
• Association Member
Custodial Operations
(Value Differentiator)

• **Why** = Purpose
• **How** = Areas of Specific Expertise
• **What** = The Tools; People, Processes, Products, Equipment

What Is Your “**WHY**”?  

• Is It Defined?
• Does It Offer Value?
• Is It Your Vision?
• Accomplishing a Mission?
• Is It Clearly Communicated?
• Part of the Decision Making Process?
• Is It Simple?
Mission:
Most school facilities departments have an obvious mission. To transparently maintain a safe, clean, and functional environment for students, staff, and community. But we don’t stop there…. energy management, regional collaborative services, are also under our umbrella.

Vision:
At Kent ISD we have a greater vision. It is reflected in our slogan “We Lead Learning”. As a facilities department we strive to act on that organizational ideal.

We take pride in providing leadership to other school facilities departments in Kent County and West Michigan. Our active participation in the Michigan School Business Officials (MSBO) and its local chapter The South West Michigan Facilities and Operations Directors (SWMFCD) are examples of this. We find ourselves networking with and assisting many of the districts that serve Kent County’s 140,000+ students.

That explains the reason for this site. We hope it becomes a tool that allows us to serve all of Kent County and West Michigan better.
Goals:

With that being said, our department has some specific goals which this site will help with:

- Participate with Energy Works Michigan with our two solar arrays and wind turbine.
- Lead the way in harnessing current technologies to manage workflow (School Dude), and in training people how to use the system both in person and with online tutorials.
- Provide avenues for feedback and anonymous constructive criticism (Comment Box).
- Be open with our staff and the public about our current projects, current bids, and energy savings initiatives.
- Celebrate by sharing our scorecards with everyone on work completed for month, and year.
- Assist and train the staff on legal and safe pest control.
- Help facilitate and simplify the Capital Outlay process.
- Provide current MSDS data for all concerned parties.
- Provide current building and site maps for contractors, staff, and visitors.

There are plenty of other goals, but this should give you an idea of the scope of our work. Please explore the site and let us know what you think!
Facility Operations

As a service organization, the Facility Operations Department is committed to safe, secure, environmentally healthy, and well-maintained sites by providing outstanding support of the educational process in a cost-effective fashion.

Bill Wold (wold@westbloomfield.k12.mi.us)
Supervisor of Facility Operations, Energy Management, & Sustainability

Anna Rosenthal (rosenthal@westbloomfield.k12.mi.us)
Facility Operations Supervisor Secretary

3340 Orchard Lake Road
West Bloomfield, MI 48324
Office hours: 7:00 am to 3:30 pm
Phone: 248-865-3684
Fax: 248-865-3685

Northwest Community Schools

Operations

Mission: Our mission is to ensure all of our facilities is a safe, clean, and functional environment improving the educational experience for students, staff, and our community. However, we don’t stop there...

Values: At Northwest Community Schools, we have a greater desire. It reflects on our district slogan, “Big enough for Choices - Small enough to Care.” Our department lives on that ethos.

We take pride on being the facility leader in Jackson County and South-Central Michigan. Our active participation in Michigan School Business Officials (MSBO) and serving the local Chapter of South-Central Michigan Facilities Operators Directors (SCMFOD) are examples of our leadership. We feel ourselves networking with and assisting many of the districts that serve over 35,000 students in Jackson County.

This explains the purpose of this site. We hope this page becomes a tool that allows us to service all of Jackson County and South-Central Facilities Directors.
Mission: Our mission is obvious: To transparently maintain all of our facilities in a safe, clean, and functional environment improving the educational experience for students, staff, and our community. However, we don’t stop there.......

Vision: At Northwest Community Schools, we have a greater vision. It reflects on our district slogan, “Big enough for Choices – Small enough to Care.” Our department strives on that ideal.

We take pride on being the facilities leader in Jackson County and South Central Michigan. Our active participation in Michigan School Business Officials (MSBO) and launching the local chapter of South Central Michigan Facilities Operations Directors (SCMFOD) are examples of our leadership. We find ourselves networking with and assisting many of the districts that serve over 30,000 students in Jackson County.

This explains the purpose of this site. We hope this page becomes a tool that allows us to service all of Jackson County and South Central Facilities Directors.

Goals: Our department has some specific goals which this site will help us achieve –

- Lead the way using current technologies to manage work flow, conserving energy consumption, and training staff on productivity and safety.
- Provide a way for both positive feedback and constructive criticism with our comment box section (to be added soon).
- Celebrations with our “scoreboard” with completed maintenance requests for the month and school year.
- Training all staff on legal and safe pest control.
- Be open with staff and our community with the latest updates on current projects, bids, and energy savings initiatives.
- Help in transparency of our facilities’ capital needs.
- Catalog all current MSDS sheets for all concerned parties.
- Provide current maps for contractors, staff, and visitors.
- Public sales of all surplus items through our auction site.

We have other goals that will be added, but this will outline the scope of our work. Please look through our site and let us know what you think.
What Is Your “How”? 

• We promise to deliver....  
  – Superior & Immediate Customer Service  
  – Excellence  
  – Clean & Healthy Facilities  
  – Happiness  
  – Etc. (Concepts that support your “Why”)

What Is Your “What”? 

• People  
• Processes  
• Tools:  
  – Chemical Management Systems  
  – Productivity Impacting, Cutting Edge Equipment & Tools
PEOPLE

• Your most valuable & powerful resource
• Are you inspiring them?
• Are you offering learning opportunities?
• Are you an Encourager or a Screamer?
• Do they feel valued?
• Are you doing everything within your power to make them feel important?
• Do you know what motivates them?

LEADERSHIP TRAINING FOR MANAGERS

Now that you are in charge, are you shocked to learn that all the rules have changed? Command and Control has been replaced by Contradiction and Chaos. Employees are not told what to do anymore. Now, you influence their choices and assist them in reaching goals. You do not dictate, you inspire!

The business world has changed! Management was about pushing people to succeed. Leadership is about pulling people along to succeed. You require a new skill set to make it to the top in a “pull” environment. This course teaches how to stop managing and start leading, making you a vital part of your organization’s future.

The days of assuming that a good manager was also a good leader are gone. Clear distinctions are being made between the two. Learn the differences between managing and leading and then begin gravitating toward a more direct leadership style and away from a management-based style. Stop pushing and start pulling.
PROCESSES

• Do you have them in writing?
• Have you covered the basics:
  – Restroom
  – Floor (Hard Floor & Carpet)
• Are you using your peer network and supplier network?
• Do people know what is expected of them each and every day?
• Are you inspecting what you expect?
1. Overview and Background

The goal of the Standard for Measuring the Effectiveness of Cleaning in K-12 Schools (hereinafter referred to as the Clean Standard: K-12) is to provide schools with a tool that will help them measure and monitor the effectiveness of the cleaning processes at their facilities thereby contributing to the quality of the indoor environment for the benefit of students and staff.

The Clean Standard: K-12 is a performance-oriented standard that is focused on:

- The desired levels of cleanliness that can be reasonably achieved;
- Recommended monitoring and inspection procedures designed to measure the effectiveness of cleaning procedures using quantitative measures (i.e., ATP Meters) and traditional methods (i.e., sight, smell, touch); and
- How to use the results of monitoring and inspection to evaluate and improve the cleaning processes and products that are critical to maintaining a safe and healthy learning environment for students and staff.

The Standard is focused on achieving and maintaining an effective cleaning program through the use of a systematic approach and standardized guidelines. As such, the Clean Standard: K-12 provides schools with a framework and protocol for using ATP meters along with qualitative methods to measure and assess cleaning effectiveness on a periodic and consistent basis.
### ISSA CLEAN STANDARD: MEASURING THE CLEANLINESS OF K-12 SCHOOLS

#### Section G: Classrooms (Including Music, Shop, Art, Science, etc.)

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<td>Humidity</td>
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<td>Appropriate</td>
<td>Appropriate</td>
<td>Appropriate</td>
</tr>
</tbody>
</table>

#### Notes

- No visible dust or dirt.
- All surfaces are clean and free of stains.
- Restrooms are well-maintained.

---

### ISSA CLEAN STANDARD: MEASURING THE CLEANLINESS OF K-12 SCHOOLS

#### Section H: Classrooms (Including Music, Shop, Art, Science, etc.)

<table>
<thead>
<tr>
<th>School/Rm</th>
<th>Date</th>
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<tbody>
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<table>
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<td>Cleanliness of Surfaces</td>
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<td>Walls</td>
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<tr>
<td>Doors</td>
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<tr>
<td>Windows</td>
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<tr>
<td>Floors</td>
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<td>Air Vents</td>
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<tr>
<td>Doorknobs</td>
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<td>Light Fixtures</td>
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<td>Ventilation</td>
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<td>Temperature</td>
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<td>Humidity</td>
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Questions And Answers