

# Continuous Process Improvements Help Meet Increasing Cleanin...

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## SPEAKERS

Maggie Garcia, Candace Huner, Halie Morris

- H** Halie Morris 00:10  
Hello, everyone, and welcome back to the Business of Cleaning. My name is Halie Morris. I'm your podcast coordinator and host. And with me, I have two special guests from the University of Toledo. So with me, I have Maggie and I have Candace, and I'm going to let them introduce themselves.
- M** Maggie Garcia 00:25  
Okay, well, thank you. I'm Maggie Garcia. I'm the Director of Central services at the University of Toledo.
- C** Candace Huner 00:32  
I'm Candace Huner, and I'm a manager three at the University of Toledo.
- H** Halie Morris 00:37  
Well, thank you, ladies for joining us on the show today, I'm super excited to have people from my college, join us. And really, to break down what you've what you guys are doing, and the incredible efforts that you have that are making it better not just for your

cleaning, and the crazy COVID invest environment, but also, for your own staff. And it sounds pretty cool. So, um, tell us starting off, tell us a little bit about what things have been like for you and the recent climate.

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Maggie Garcia 01:09

So you know, we've always been cleaning, but the process is the same way. But during COVID were more upfront. I mean, we had a lot of people who are sending us, especially vendors is the latest and greatest electrostatic machines. For spraying. We also had the ultraviolet lights that people were sending us the bi polar ionization for air filtration systems. But when we looked at the whole process, what Candice and I figured out is that, you know, cleaning, the way we clean is a stupid two step process. And we still need the labor force. In order to do that, we have to remove the, the debris off of surfaces before we can disinfect. So we checked out all of the latest and greatest things. I know we did purchase a couple of the sprayers, only to make it very easy for staff in between classes, because we never cleaned in between classes. And we were asked to do that. So we did buy them some tools, we had about 12 different machines that we have that we put around campus. And the staff were able to do that they're able to go in and between these different classes and spray down. Or another process that we used was a charge bucket. And what that contains is the disinfectant. And they would put microfiber cloths already voted in it. And they pull out a clean cloth each time and went down and wipe down all of the high touch areas in the buildings in between the classes and also two times a day for our high touch point areas and even hitting the entrance wise. And we found that very effective. So we were able to do it with the budget we had. And of course, you know, you didn't get an increase in budgets during that time. But there was funds available if we needed it. And but we were able to keep the campus safe and be able to do our testing, and then put that on our dashboard. And I don't know if you've ever seen the UT COVID dashboard, but on that green, we were able to stay green during that time.

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Halie Morris 03:26

Oh, that's really cool. Yeah, I graduated spring of 2020. So like, okay, we all let remote during spring break. And everybody's like we're gonna be back in a couple of weeks.

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Maggie Garcia 03:37

Yeah, so there was a lot of preparation in between that. Yeah, you know, there was the social distancing. So furniture was removed in those classrooms. And then we also had a lot of like sanitizer, we had to go through the process of being able to pick out a product that was not only safe for the students to use, but safe for everybody else. And you

wouldn't have to use PPE. So we went with a sanitizer that you didn't need the PPE for. And it would stay for the students. And then if you ate in the room, because sometimes students do and between classes, it was safe on the surface. So and we did that, and it worked out well.

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Halie Morris 04:23

I can say probably, you know, a lot of places the university I should not have a guilty party, right?

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Maggie Garcia 04:31

Yeah, well, that's why we did it. We were able to pick out the products that we felt were safe. Because with our custodial staff, our disinfectants that we use, they have to wear gloves. So you know, and we couldn't just give those products out to anybody to use. So that was really important.

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Halie Morris 04:48

Yeah. Oh, and that's the big thing that I'm seeing talked about more and more is how safe the products are for both like your staff and then whoever is going to be going through it. Whoever might pick it up and use it.

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Maggie Garcia 05:02

Right, right, you're correct. I mean, every product that we have, we go over it, we, we look at how we handle it. Because, you know, Candace and I are the end user are Safar. So usually we go out and we have it tested. And if we find that the staff are able to use it with all the safety precautions, then we then we go, okay, it's safe for us to bring in. And then we constantly go out and make sure that everything's labeled, the staff are well informed of what they're using. Because they're the end user. We know they're not chemist, but we want to keep them safe, and, you know, healthy when they retire. So we're very careful on the products we bring into the campus.

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Halie Morris 05:48

That's great to hear. Um, so you mentioned earlier, as well as the biggest thing is like that communication. And with COVID, everybody kind of wants to know what you guys are doing. So how has that shifted specifically for you,

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Maggie Garcia 06:02

um, I think it's a process and how we clean up, we were looking at not cross contamination. So and we had already started the program I'd be bringing in microfibers. And then we were making sure that the products that we had, everybody knew what they were, what the dwell time was for the products. So they could actually see that the staff were wiping things down, and they weren't drying them. So the whole process of putting on a disinfectant is to make sure that you had that dwell time. And we were making sure that if we had an area that we had to quickly clean that that dwell time the numbers went down. So we had some that were 10 minutes, and then our one was less than five minutes. And that was really important. And we communicated that across campus. And we had a strategic cleaning process that we had to develop, and then let put it on our website so that we let also the students, faculty and staff know, and to have them feel safe when they came back to the campus.

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Halie Morris 07:08

No, that's, I mean, that's really cool to see just from a previous student perspective. But also, it was curious, because I know there's there is a sort of pressure of you've got the recognition, but now you've also got everybody's opinions.

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Maggie Garcia 07:25

Yes. So everyone's a cleaner, expert cleaner. Yeah, you know, and what we tried to do is say, yeah, we know what we do is safe, our products are safe. But we also have to prove that, you know, the surface that we cleaned is safe. So we looked at a different kinds of testing products, because normally we would do a site test. So Candace would go out to do a site test. And we use the APA numbers from five to one, you know, is it clean, but this was all visually. So you know, when you go into a room visually, you can say, all right, it looks nice, tidy, neat. It looks clean, but is the surfaces really clean. So then we decided to bring in a different testing product, we use the ATP. And then Candace went out every week. And she did random testing in different buildings on different surfaces. And I think we were doing, how many tests were you doing a month, but 100, more than 100 more than 100 every month, and we set a limit. So what we did is we looked at what the hospitals were doing. Okay, so the hospitals and patient rooms, it's very important that you test, especially if it's near a patient. So we were looking at what their numbers were because we had to set what was a bail, what was a caution? And what were we had to do a retesting or retraining, we called it a retraining process. Because really, in our industry, you never want to fail. You never want to say that you failed on a surface cleaning, you know, because we have our students and faculty and staff that we have to care for. So we set when we first went out, we set our 50 as our our number, our lowest number and 100

would be okay, we got to go back in and we retest. And what were you finding candidates with our testing? We were 50 or below, were a bit deep below. Yeah,

**C** Candace Huner 09:28

it was neat with the custodians. It was like a competition to get zero. on us. It was it was kind of neat to see them really clean it was a whole process of cleaning and then disinfecting. Right.

**H** Halie Morris 09:43

So it sounds like it was positively received by your team to Well, yeah,

**M** Maggie Garcia 09:47

because before it was us just telling them Oh, you clean the surface. You did a great job, you know, and there's verification of

**C** Candace Huner 09:53

what they clean that that verified. It's clean.

**H** Halie Morris 09:58

When you add numbers to it too, it ignites that competitive feeling people like even if it's just against themselves, like how low can I get that number?

**C** Candace Huner 10:08

Yeah, can just come look at Come Come test this. I know it's zero. You know, it was just fun. It was a fun time. You know. And in all the chaos with the pandemic, it was neat. Yeah.

**M** Maggie Garcia 10:21

And it gave them gratification. It was it was a way for us to applaud them and say, you guys are doing an awesome job. They did work. Yeah, they were doing a great job. We were, you know, anybody who hit that caution, Mark, where was going above 50? We were Kansas went back in and retrained. So it was a it was a great process. And it was a learning tool that we're going to keep going because it's damn, it was proved that our

staff know what they're doing. They do.

**H** Halie Morris 10:50

That's, I mean, that's just really cool. And it's cool, because you brought it in. And it wasn't like, Oh, my gosh, we have so much work to do. It was Oh, no, we're doing a good job. How can we continue to make it better?

**M** Maggie Garcia 11:01

Correct, correct. And, you know, on those numbers that were really, really low, we actually went out and said, Candace, you know what, let's go look at to see the process. Let's go see what this custodians doing. That's making these numbers so low. And we learned a lot from our custodians. I mean, some of them had some great techniques, and they were proving to us look, I just use this product. And I was able to get zero. And we were going wow. So I mean, it's never too late to learn, and our staff are teaching us a lot during this period. They felt important. You know, like when you're custodian, your,

**C** Candace Huner 11:41

you know, people you think people look down on you and that, but we're on the front. And we really made a difference.

**H** Halie Morris 11:50

We just did a scholarship that we're will be picking for shortly. But one of the questions was both a couple of them centered around the importance of a custodial worker, and why you should treat them the same as the CEO. And you know why you should make sure that that respect is there. And it's important, it's really cool to read through the different responses. Oh, yeah, that'd be interesting. Yeah, it was, it was cool. So, I mean, it's just awesome to see that, especially now, because we've we've used this prompt for the last couple years. But I don't think I remember any of them talking about it was COVID. was, you know, you don't want it's good that their validation is there, but you don't want it to disappear with the situation. Correct and correct, yes. And these, you know, some of whom were just kids coming out of high school, and some of them are in college currently, but to see that, their validation, proximity, and predated that predated all this chaos, and they had their own personal reasons why, you know, your guys's teams are important, right? And it's really cool to see when you can provide that recognition, make sure they, they know that too,

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Maggie Garcia 13:07

right. So right, I know, I'm, well, prior to going to the University of Toledo, I worked up at the U of M. And what they would do is hire students, temporary students to work in the summertime and housing. And my kids used to work there. And then what they found out is when they went to college, they were telling everyone, Hey, your best friend in the dorms is a custodian. And we even tell people that we tell the RA is when we're doing our presentation, your best friend in the building that knows every space and knows where everything is, that is the custodian. The one year, Candace and I did a campaign that says asked me, so it was, um, we bought purchased these buttons. And we're like, yeah, go up to the staff. They're the ones. And we told them when students are here, if you see someone who looks like they don't know where they're going first year students, you know, on campus, go up to them. And if it not only take that, you know, give them two directions, but walk with them directly to the classroom, show him where it's at. And, and, you know, be out there in the board, Brian, and that was not only for our custodial staff, but it would be to them to do but we also promoted that within our maintenance. And, you know, we got great responses from

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Halie Morris 14:31

Oh, that's really cool. Yeah, and I think I told you, it was a custodian from my elementary school that taught me how to shoot hoops and basketball class because the gym teacher was too busy to pay attention to me. You know, I was like, Who's paying for the kid that always hurt himself? Yeah, but like still, like he came over and I remember like, I was standing by myself, and he taught me how to, you know how to stand on free throw. line, and the wrist movements and everything and just the really basic stuff. But he stood there until I was comfortable. And every time I go to shoot a group now, no matter how old I get, I remember that moment. Yeah.

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Maggie Garcia 15:13

And we have custodians, like, we have a custodian in North engineering. His name is Brian Franklin. And I had a conversation with him one time and he saying, you know what, Maggie, I love working in this building. He says, I love listening to the students. I love seeing them come and go. And he goes, and the conversations and the innovation and listening to them, he goes, this makes my job worthwhile. We have another custodian who's Jeanette Lake, she's 82. And unlike Jeanette, when you're going to retire, she's like, Maggie, these are my children. I love coming here. She says, I love this students, I don't mind. She said, This is what gets me up every day in the morning. So when you hear stories like that, I mean, I'm proud of them. I'm happy, because they embrace. Not only do they love their job, they love where they work. And that's really important for us, too. Yeah.

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Halie Morris 16:14

listening to you, it's incredible, because the team dynamic and just like the culture that you that you're cultivating and that you're working with, is incredible. I mean, you don't see that in most workplaces, across the countries where your staff genuinely loves to come in, do people they interact with? And so that's hugely important because it does their their pre COVID. And I'm sure even know, there's a little idea, like, you know, people feel they're too good for cleaning or right

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Maggie Garcia 16:46

like that. Well, what we're finding is that, you know, with unemployment rates, when they're really high, we get individuals who come in who never thought, I mean, come on, did you ever think that I want to grow up to be a custodian. I mean, nobody ever thinks that even when I was working part time, I was a custodian, and I'm going to school and thinking, Oh, I'm going to get a degree. And then I'm going to become this person. You know, this is my dream job. And then I end up staying in the custodial service. But what I found is that what we do is really important, and I find gratification in it. And what we find with our custodial staff, those individuals who leave us, they are leaving for bigger and better things. And we are happy when they tell us, Hey, I got this job over in here. And we, you know, we applaud them, you saw that last is someone else's game. It was like we they came in entry level job. They did everything they can. They came to work, they were consistent. So to me, that's an employable person. That's the person that says, hey, I want a job. And I'm going to come to work every day. And I always let them know we're more than willing to give them any recommendations that they need to get where they want to go. I mean, if that's what they want to do, then we're happy for them.

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Halie Morris 18:11

No, that's, it's super cool. I'm happy for your team. I'm glad like they have people like you to support that as well. But also, it just sounds like you have a great

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Maggie Garcia 18:22

team. We do we do on that overall, we do have some dedicated people. I mean, Candace, how many pins Did you give out for 30 years of service. I mean, that's a lot of dedication for a person, you know, the end, they don't realize it, but you know, their contribution that they made for the university, we've gotten teachers, engineers, you know, some come back as professors, but they were all part of that educational process. And they should be



very proud of themselves for that



Halie Morris 18:55

is incredible. So with everything that you're doing, and obviously there's been changes. So how, how is that going? How do you instigate and create change with your team to make sure that you don't disrupt such a positive culture?



Maggie Garcia 19:13

Well, what happens every year, as you know, being in higher education, we are funded by the state. And so we always have setbacks and a lot of it's due to budgeting. It's very difficult when you have a department as large as ours, and we're mainly dependent on manual labor. You know, our funding that we get, we have very little that goes to the materials and supplies that it takes to do our job. The majority of that is our labor force. So what we tried to do is when we're designing and scheduling jobs, is trying to build in these safeguards, like we know what we can do, if we're giving the correct manpower, and then we know what we can do and we base So rather than saying, oh, we're gonna increase what our staff do for the seven hours, we have to adjust what we provide IT services. We were able, when I first got here to come in and do you, every office had their trash picked up every day, you know, that was nice. But when budget cuts come, you know, rather than put the work on custodians, we take some of that work off, and we said, okay, now we're going to limit the times we come into your office to pick up your trash. And then we let people know if you have lunch. Or if you had, you know, if you, if you find that your trash is getting overflowing, we have central locations that you can take the trash to, and that picked up every day. But you know, we could no longer provide those kinds of services. So that's what we tried to do. We, you know, as much as possible, we try to look at what kind of services we provide. And we set those schedules up so that we can accommodate, you know, we're going to take away the office cleaning, it's not going to be every day or coming in you're we're gonna do it to once a week now, and but that's what we have to do, because we still need that labor force. And we still need them to be able to do their jobs and do it effectively.



Halie Morris 21:19

You're insinuating some other changes, though, that you told me about earlier, as far as when you clean, you talked about you killing in between classes.



Maggie Garcia 21:28

Right? So we saw during COVID, we did clean in between those classes. And that, now that we're going back to, I don't know, what can you say it's a new norm? I okay, so yeah. So now that we're shifting gears, we did put into our, we were going to make changes anyways, here's what I find. Our custodians should be up front, you know, where we should have been there all along. And what we did is we developed schedules to where you see that staff out there. We did classroom, we now do classroom cleaning from early in the morning. And some areas that are really big, we have those classrooms cleaned at night, but it's a very few staff that do that. And then office cleaning we have done after four o'clock. And then you still have the custodial staff there for some of the classrooms in between cleaning, we still are going to be doing the high touch point areas, we found that very effective, and were able to do that with the teams that we have. And so those are still going to be in place. But we shifted our gears and how we scheduled things. Before was the majority of our staff were working nights. We didn't have very few during the day. And you know, we were getting a lot of emergency calls for simple cleanups. And if we had staff available that that seems to have calmed down now. But yeah, we we had to shift gears that way.

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Halie Morris 23:07

It's crazy to think about the fact that you're stuck kind of had to, like hide in the evenings come in late just because of like an outdated, just tradition. Right, right. I think that's like the best way to Well, it's

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Maggie Garcia 23:23

easy, you know, no one wants to see trash. Yeah, and take it out during the day. It's almost like if you had a server at a restaurant, it's like you don't want to see the kitchen. You know, that's where the food comes in. But you don't want to see the kitchen where the dishes go. Okay, so I put it like that. It's like you don't want to see that part. But I think it's really important I'm at nowadays because, you know, we always have, whenever students come back in the fall, it's always during the cold and flu virus, okay, um, that or I should say, the cold and flu season. So it's important that we were upfront and we're showing students Hey, you can be safe. And plus, we're coming up to a whole generation of students that now have been scared due to this pandemic, that our other students, our older students never really had to go through. But now, you know, in order for them to feel safe, we want to show that we're out there, and we're doing what we're supposed to be doing, you know, and that the parents can feel safe that you let your students go but you see the custodian out disinfecting things, and that's the way it should be all along. If you go to any airport, you always see a custodial car, and you always see people out there cleaning. So we should be the same way then you feel safe traveling in that airport.

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Halie Morris 24:45

What do you think you go back to the kitchen metaphor? Right? Right. Look at how many restaurants are putting their kitchen more on display now? Correct? Yeah. People want to see how their food and where it's perfect and how I prepped and

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Maggie Garcia 24:57

you know in all the safety precautions are taking And I think that it's important for us to, you know, making sure that our staff are doing the right thing and letting them feel comfortable. You know, it's going to take a while for our staff to get used to it. Because anybody in the industry has always said, Oh, no, we're supposed to be on a site, not a mine is this little elephant magic, you know, people come in in the middle of the night, and everything's done. You know, people don't see behind the scenes what the staff were doing. Now they're seeing what they're doing, because we're doing it why they're coming in, right. We're there for their health and safety. And people want to see us. Yeah,

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Halie Morris 25:39

I think that's a good thing. And I hope that is like, that mindset is here to stay. Like the appreciation the the wanting to understand like, you're right, it's not just magic, but people, really, really cool people that do it. Right. So now, if it was one of the cooler things that we were talking about, it stuck out to me, because I was like, Oh, that's awesome. Like, you know, it came after I left, right. Hopefully, I'll get to pop back into Canvas and see it.

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Maggie Garcia 26:15

Well, yeah, because I, you know, I've been in this industry for over 20 years. And that's what I find, you know, we were always at night, you know, early in the day, or over here. And then you hear all these complaints. I don't think anyone did anything today. And you know, and that's disturbing for me, because I'm going, Oh, our staff work hard. And you know, and I'm there to support them. And now they're seeing it firsthand. Look, you know, they're they are out there, disinfecting all the drinking fountains, all the restrooms, and they're going back out there and doing it. And there's a technique to what they do. I mean, we try not to cross contaminate, they can see it, you know, we just don't push them up or push a broom, or just take out trash, or we're doing a two step process, we clean, and then we disinfect. And they're able to see that two step process.

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Halie Morris 27:08

Yeah. Well, I now like the tendency of people to fixate on really tiny little things. Yeah. I think like before, they couldn't see they would only fixate on what they could see. And then once they see something that they think is out of place, they fixate on on so everything must be dirty. Right, right. And know what they see is somebody working really hard, right? So like, majority of people are now going to be like, Oh, yeah, maybe it's not like, perfect, or my idea of perfect, but I know they work really hard. And I know it's a clean space,

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Maggie Garcia 27:39

right? So and we try to tell them, your focus is on the surfaces. So, you know, so we didn't get to that floor, we didn't finish the whole floor. But we did hit all of those surfaces, those high touch point areas. You know, and, and they they're able to see that I mean, these are important surfaces that we hit. And that's where we try not to have that. Now those are where germs are passed through those handles, the door handles, push bars, stair, what the railings on the stairs, okay, notorious. If you ever go out and do some testing, you can find that. And then also the drinking fountains, restroom fixtures, you know, we're able we really concentrate on all of those high touch point areas and make sure that those surfaces are really clean.

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Halie Morris 28:32

Yeah, it's all the areas you don't think about when you touch them. Right? Like the thing I've heard people talk about more often in our phones, because correct, you don't clean your phone, you wash your hands, and you put your hand right back on the dirty phone. Yes. But it's those high touch points that they were like an unconscious thought before. Like you didn't even think about oh, I opened the door, I have to touch the handle, right? Unless, of course, you put your hand there and somebody left grime there right before you or something right, then you notice, but normally, you don't.

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Maggie Garcia 29:05

Yeah, and we tried to tell him like I can't change the aesthetics of a piece of furniture, you know, after a while becomes worn, but we can prove that that's been cleaned. And that's the most important part. And that's what our job is to do is mostly the surfaces and making sure that they're all clean, dry, clean surface, you know, that's what we go by, doesn't have a chance to spread germs.

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Halie Morris 29:30

is one thing I've noticed too is my dad's guilty of this, I'm going to call them out. But the smell of clean so people are used to like certain chemicals like bleach and their use. So when they come into a clean space, they can smell that right but now we're seeing like that a lot of chemicals use there's less people tend to use bleach a lot less there's information on how these can impact our lungs and our skin and things like that, that now the chemical use overall across them. Many different companies and even personal households has shifted. And they don't generally put off odors or smells, which is good. Because if you smell it, you breathing it in. But then like my dad came home, because we used to have somebody who come clean our house once a month, just because it's huge. And we have a large family, it helped a lot. That he's like, why can't smell it? Like, I don't smell it. It's clean. Right? And they you know, we just talked about it that like they'd switched to safer chemicals. And so we might not smell that smell anymore. No,

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Maggie Garcia 30:31

you don't, what we were finding is, so yes, bleach was always an editorial thing. I mean, if you see my staff always laugh at me, they don't mention bleach mag, you freak out, especially when I'm doing my trainings. And it's always because bleach, you can put it on anything. But if you didn't clean that surface first, you know, you just pouring bleach on, it isn't going to remove everything. So I believe in you clean first, then you disinfect. And what I was finding when I first started with this industry is people are like I don't, I don't smell the clean, I don't think they clean the restroom, I can't smell it, you know, all of our chemicals used to have a smell. And we put that smell there for everybody. So people knew we came in to clean, we no longer have to do that anymore. You know that that too. So what we were finding is that we were making sick buildings, those odors that you smell like it that clean smell, it was actually things that are not healthy for you. So when whenever I'm in a building or working with staff, we remove those things. And it's only because we do have people who have allergies. We were creating sick buildings by putting these nice smelly things inside our buildings, you know, so now we started removing those. A clean, dry surface doesn't need to smell now. And we let people know that. And we do. You know, we're very open, we will put our chemicals on our website to show safety and health has a place where all the chemicals we use with all of their SDS sheets are on that. So they know we know that they work and the people around us know that they work. Yeah, that clean smell that people always want on. That's only for home commercials. Yeah, we don't do it in our buildings. There's just too many people in the buildings. And like you said with the taken people who have allergies or asthma, we try to avoid that. We want to keep it healthy for everyone.

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Halie Morris 32:42

Yeah, it's it can be an irritant, especially if you're like,

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Maggie Garcia 32:45

Yes, yeah, raising it. Yes, yes. And it's unsafe for our staff, because you have to realize our staff are around these chemicals every day. And our staff are number one there first, we need them to be healthy to come in. So we don't want to bring in anything that's going to cause an allergic reaction, cause different if they have conditions that they're not able to come to work or after using for long periods of time. So that's why we look into things like that. We don't we don't want that. And then we always let them know, right? You're not the chemist, okay. And we don't expect you to be a chemist, but we do expect you to be healthy, and come today come to work and use healthy products. So we're going to create, we're going to let you know how to use this product properly. You know, earlier I was telling you about a product that I seen it, it had a spray nozzle on it. And I'm like, yeah, we don't use that we don't, we don't put that product in a spray nozzle is supposed to be dispensed differently with a blimp cap, you know, this way, it doesn't area in the air and you don't breathe it in. So we look at that. Safety is a big issue with us. I tell Candace, if you find products out there, we tend to toss them, we don't keep them, you know, we collect all those products. You know, another thing is with, with bleach when you mentioned it that used to be so common, and what people didn't realize that we were creating these toxic closet, because bleach next to another product may not work well. So we try to avoid that. And so even in our closets that are throughout our buildings, we put less chemicals in them because they're near areas where all of our students and everything you know people are at. So we try to keep all those heavier use products, chemicals all in one area where we know nobody has access to those.

H

Halie Morris 34:56

That's good. It's one of the things like people think about the storage of Chemical correct. And I don't like we just have household products, right? So, but I deal with our pool and pool chemicals. So I usually have uric acid and chlorine, and maybe an algae treater. If it's a particularly hot and humid summer, just in case, right. Um, so like I have all these chemicals and we have a small garage. And it happens every year, as the summer goes on all of these pool floaties miraculously start to pile up in there, right. But like, I still have to make sure the quarries pretty easy, as long as I keep it towards the outside, where it can airy and like the bottles and the jugs, or the plastic to pretty good and closed off with the tablets. Now, we switch to some tablets or where you have to watch because if any moisture gets in there soon as you open it, it just yeah, so I always have to let airy and so like when I'm out there, I think I'm going to do the chemicals, you don't go near the small

garage for a while. Then also there's the acid, which I put in the bucket, it gets diluted and before it goes into the pool. Right? So I'm like, nothing goes in with the acid, right? I've, every time I go over, there's a pool brusher in there, or there's somebody put something else in there, like nothing goes in with the acid. Right?

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Maggie Garcia 36:21

Right. And we do the same thing. Because, you know, we try to be as green as possible. And unfortunately, everyone knows that disinfectants are green. Yeah, you can't have or it can't do its job. So we make sure that when we are using those kinds of products, that we're not mixing two different products, it's like either you're going to use this product, or you're going to use this product, but we try not to do where staff are mixing. Like I said, they're not the chemist, and we want to make sure that they stay healthy. So yeah, we look into that too. And we tried to tell them if you use this product, you can't use this other product. So and that's really important. And that's why we go around and do our quality assurance test. And with Candace and the other managers on my guess we walk into the closet, we see what the staff have, we make sure everything's labeled, we make sure that the color looks like it's supposed to when dispensing and we have dispensing units, and then we make sure that they're not using products that aren't on our safety list. Because, you know, when COVID came in, everyone was like, No, you need the bleach, you need the bleach Clorox wipes. And you know, I'm like, we understand that, but we can't use that product if we have these other products that we're using, you know, just, you know, trust us that we're trying to be safe. And, you know, that's what our custodians were telling everyone to.

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Halie Morris 37:52

Yeah, no, I yeah, my dad, that same thing. He's like, the leech came out. The Lysol came out that he still had before we couldn't find any more.

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Maggie Garcia 38:01

Yeah. But I mean, you know, wages good. But if it's in the it's used correctly, you know, but we find in our industry that we really don't need it, we have our disinfectants and our general purpose cleaners. And if you look, when we were running our tests, we ran our test for our ATP, we ran it using our different methods. And we found out that as long as you're cleaning that surface, that we were still getting the the numbers that we were looking for, I mean, we're still getting zero. And the staff are like look, this is all I used as a general purpose cleaner. And it got the surface clean, and we go well, because that's the first process you have to remove everything off of there. And that was important.

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Halie Morris 38:47

Well and then I think people think like because it's a stronger chemical, it's going to be the only thing that does the job. So well you have to remember it's a it's a strong powerful chemical. So

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Maggie Garcia 39:00

right and it's it's a lot of times it comes in the gallon jug and you have to be but to dilute it and if you don't know how to do it properly, it can become very toxic like you said and that's why we find I've never seen a dispensing unit that says okay, here here gall to bleach is going to be dispensed you know, we try to use some chemicals that are easy to dispense. And it's it's just for ours Our staff is safety

H

Halie Morris 39:30

makes me think back to when I was at the University of Toledo and Kim lamp and we were dealing with highly concentrated hydrochloric acid. And my well he wasn't technically my lab partner because this was okay, but he had his head in the hood. not supposed to do that right. Um, but he was he was trying to look at something and like, I hate the little fully like plastic clear pipettes, yes. But there's like these ones that have the red on them. And I think one of them Like really, really sensitive to touch, like, you only have to squeeze a little bit and everything goes shooting out of it. And I was using one of those. So naturally, like I have my pipette with my hydrochloric acid I like barely touched it and go shooting across the head. And this was the last time he put his head in the head, because there's just like the sheet of Plexiglas, plexiglass or whatever it is between those, but it splattered against there, like all over his face. And I was like, look at you doing stuff you shouldn't be doing.

M

Maggie Garcia 40:27

Right, right. Yeah, yeah. So I just like the lab safety, we, you, we have that safety program in place for a purpose, you know, and a lot of our older staff don't understand, you know, they're, they're so used to cleaning and, but we have to be able to present our training, and go back and retrained and show them the reason why. And I think that's really important. If we have a y factor to why we do things. And we're able to give that information to our staff, it's easier for them to understand and say, No, you're just not allowed to do that. So we we give them the information that they need. And this is a reason why you need to dispense us a dispensing unit, it's because higher concentrations of this chemical is only going to make your job harder. And our our motto is, you're going



to work smarter, not harder, you know. And so if you're using more products on something, it just takes it, it's it creates a cleaning problem, because then you have to remove that residue from that product. And, and we learn that with even carpet cleaning, people always think you need a high detergent to clean a carpet. And what we tried to train our staff is, the more chemicals you put on a carpet, the more dirt it's attracting, it's doing what it's supposed to do it the tracking the dirt is encapsulating it. And what we need to do is lift it up. So really, you just need to spot spray, and extract. So don't add any more chemicals than what you need. And now they're you know, they're catching on. But you know, it's a learning process is it's just telling them why we're doing, why we're changing up things. You know, if that communication where you said staff don't like change. It's like when you bring in a new product, you tell them, this is a reason why we're doing it. We're not just going to give you the product and say it's because I told you to though,

H

Halie Morris 42:28

yeah, well until you've already done the research to figure out why you should be switching to this product. Correct. You already know your why correct. And it's just if you're your team members are going to be the people that make it happen.

M

Maggie Garcia 42:41

Correct. It's the end user. Now I always get a lot of vendors and we get it all the time, we get vendors who come and give us the latest and greatest thing. And we look at it and it's almost like cleaning elevators. Everyone wants it to be shiny. And I had to tell my staff, they're like, Hey, you took away this product, it made the elevator so shiny. And, you know, we want it back and I'm trying to express to them, it's an oil base, what you used to put on was oil. And what does oil do? It attracts dust and dirt. So why are you making creating more work for yourself, you know, that the stainless steel is not made to shine, that's Chrome. Chrome is made to shine not stainless steel. So it teaching the staff about the different surfaces to because we do work in an environment that has all these different kinds of surfaces. And if they don't understand what they're supposed to be naturally, everyone wants everything shiny. You know, if it's shiny, it's clean. Well, some surfaces were made to be shiny. And we have to teach him that way you

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Halie Morris 43:50

think of your face. Right? Right. And you think like people want this do you look but like, when your face is oily, it's as shiny as it's gonna be. Right? It's gonna build up on it, you're getting stuff trapped underneath their stuff. On top of there, you feel grimy, dirty,

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Maggie Garcia 44:10

same with surfaces, right? So we tried to teach him about the surfaces. You know, rufe are used to waxy and everything. Remember when I come in, I look at the floor and I'm going, Wow, that's beautiful travel. It's a natural stone. And yet, they're going well, we have to put wax because everybody likes it shiny and I go No, it's a natural stone. You know, it's not meant to do that. And once you start doing that, you're just creating more work. Because what you know, in our industry, we don't have a lot of manpower to do the floor care that's needed in some of these buildings. And if we have, you know, at the University of Toledo we have some beautiful buildings that have been around for years and we have terrazzo floors that are just gorgeous and to me, they should be in their natural state. You know, they don't need to be shiny, it is a stone, it's a lot of care that went into putting that down, we should be buffing it and polishing it, making it look as natural as possible. So, you know, and that's a learning process too.

H

Halie Morris 45:17

It's, I mean, the education behind with what things are, like you said, it's educating on the surface, and the cleaners and teaching them like, this is what you're interacting with. And this is why we should not clean to appease the visual I

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Maggie Garcia 45:37

write, we don't claim for statics, yeah, we claim for health and safety. And you know, and that's hard to get to them, you know, and it's like, yes, that's what we're doing. Of course, I'm pretty sure if that elevator was shiny, people are gonna think, Wow, but really, we can go back to them and say, Look, that's, you know, once you start putting oil on something, you have to take it off. And then like I said, all those vendors can come in and say, Hey, we have something to make it look real shiny. And then when you try to take it off, oh, but we have this other product that will help you get that other, you know, to make it look back to its natural state. Now, I might leave it in the natural state, it's easier to clean. You know, we know, like you said, with our workforce, our workforce isn't getting bigger, and it's happening across the nation, you know, especially if you're in higher education, your state funded, our workforce isn't going to get any bigger. So we have to be smarter on how we clean. And we have to be smarter on what we do. Because we can't create more work for our staff. And that's what we try not to do, we're not going to create more work for them. So we're going to bring in products that are simple, that make their job easier. And you know, that they understand how to use and because we want to keep them employed. Now, in the end, we want to keep the campus safe.

H

Halie Morris 47:01

Yeah, it's good to hear it. It's good to hear like your priorities and putting makeup, or like, yeah, the clean makeup right onto the it's actually just making sure like, like with the skin analogy that it's it's cared for. And Right, right, right, you know, healthy underneath everything, right,

M

Maggie Garcia 47:19

we're not going to create, you know, put heavy products on everything, it's the same when you go around and spray all this gets infected. You know, it's nice that you spray it all on, somebody has to take that off, because that disinfectant is only effective for a certain amount of time. So we can go in and you know, you've seen the commercials where they're spraying down the subways, they're spraying down buses, or spraying down all this and I'm just thinking, that's a lot of work. Because somebody has to take that off that that disinfectant isn't going to last on that. So it makes you wonder if they somebody even goes through to take I'm I'm, I'm very hopeful. I am very optimistic, I'm going somebody who's going in, they got to show the other person going in and wiping it all down to clean it. So I wish they would have showed that part first. And then that so I'm, I'm very optimistic. I know that's what they were doing. But you did see all that explained going on. And to me that you still have to remove that. You got to remove all that to clean it. And then you just reapply that and that's what we do on a daily basis is we clean, put on, spray down everything would disinfect it, let it have that dwell time. And then we do it again. Because like you thought it's only good for a period of time.

H

Halie Morris 48:41

Yeah. So kind of, we got we delve a little bit deep in there, which I really love. I love talking about like all the work that your teams are doing, and you guys are doing to make it a better environment and to maintain like those high standards. So with the current climate and with you know, because there's some uncertainty right now with this new variant and things like that. So what are you guys thinking kind of going forward? Are you kind of on, like the pace share, you know, you've got your processes, and everything in place that you're going to maintain going forward. Um,

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Maggie Garcia 49:17

I feel that I feel very confident that we're able to maintain our, we have a cleaning method that we introduced, when we started with our training program. We were going to do it anyways, because I mean, I've only been with university for a couple of few years.

And it will be going on my fourth year. And what I do when I first go out is observe and see what we're doing, and then try to improve on our processes. And I feel very comfortable with our training and what we started doing that we're able to maintain what we do right now, like I said, we introduced the charge buckets because it's has a disinfectant in it. And of course, we're not, I was talking to you about spraying down everything like this, we ruin a lot of surfaces, you know, if we just start taking that spray bottle, and we're just spraying everywhere it that it disperse in the air, and it gets on everything. So what we're doing is doing it with a charged bucket, it also is tiresome for our staff. So can you imagine this is all you're doing all day. So this is a process that is not only healthy for the students and faculty and staff, but it's healthy for our staff who we have to apply it. Because it doesn't, they're using the claws, they pull them out of the bucket, we don't throw them back in once we use them. It has 16 folds. So we're able to touch with one bucket 192 surfaces. So in it's a faster process. So we introduced that we're going to continue to do that you can see those buckets on all of our custodians on their cart, we're going to continue with that process because we found it very effective. And we're going to keep that that's our new method of believing they get that too all time too.



Candace Huner 51:17

Yeah, cuz it'll remain wet. Yeah, it was a thing. We're just wiping and drying, you know, in this remain wet.



Maggie Garcia 51:25

Have you ever gone to a restaurant and we just wipe everything down and somebody comes back and they just dry everything and you're going dwell time?



Halie Morris 51:36

It's just funny because like, I worked in a restaurant. And so of course, like, I was our hostess, so I bust the tables. And it's thinking back to like, Are we just had our cleaning solution. We just sprayed it, we wiped it down, and then we just wet. And somebody would usually come in within the next couple of minutes on a busy day sitting down already. Probably before it was dry. Yeah. Or they use the same cloth. Oh, no, the class it's on there. Like, I mean, sometimes it would be a couple days. us. Yeah. If



Maggie Garcia 52:11

we don't want we don't like to hear stories. Yeah, yeah, that's, that's the way we like to go. So we like to go with the cross contamination. And in purchasing enough microfibers for

our staff that they can switch things out. And being able to make sure that all the surfaces are clean. And like you said, We they wipe it down. And they're able to leave that there and let it dwell. So the dwell time is working now. So that's the way we like to go.

H

Halie Morris 52:42

Well, it's good to know that we did that part, right? Yeah, like I said, we we have a lot of high school girls would come in and hostess and our manager, she had probably done it since she was in high school. So that was her her experience was just what she had been trained on, which especially trained us on. And our priority was just to keep the customer from getting mad.

M

Maggie Garcia 53:01

Right. Yeah, and keeping those tables full. Once somebody is gone, you know that time wasted? Yeah, so overwhelming your staff,

H

Halie Morris 53:11

yeah, I'm yelling at the kitchen, guys every so often, because we need to slow. So

M

Maggie Garcia 53:14

yeah, and very, you know, throughout the day, we have different events and things going on in the buildings, you know, we might have a day where it's real slow. And or we might have a day where we're having three or four different events, and there's a lot of people coming through. So we have to take them in mind when we're creating these processes, because we need to make it fast and simple for our staff to get through. So that's why we we look at those different products and methods of cleaning to work with them.

C

Candace Huner 53:49

Some some of them didn't know what to do all time, you know, what's the dwell time? You know, and teaching them that process? So they knew, you know, what, what a dwell time is? And that that is that's helped.

H

Halie Morris 54:03

Yeah, you're kind of making this, you know, in before I came into working with the industry for the podcast, I didn't know what any of this was. And like I said, I worked in industry

where I probably should have. But now you're you're kind of working to make it common knowledge across, right, this is the very same realm and then we make it better. So it's kind of interesting, because that's the hope is that you can get to that point where Yeah, everybody understands what time is coming in, and then you get to add that.

**C** Candace Huner 54:37

Right, right, this chemical does or going through it and what you can use this chemical for that that that the training is so important.

**M** Maggie Garcia 54:48

Yeah, we we've upped our training process and then we're in the process of reviewing cuz it's, I always tell the staff you know if they can name off if we can Give them three messages that they can take away and that stays with them. That's really important. So in our training process we try to do that is give them three important things that you're going to learn from this first objective on how to clean surfaces or how to even mop before. I remember doing a training class where I put a smiley face on the mop. And then on the other side was a frowny face. And I used to tell the staff that you have to mop toward you. So if you go turn it around, and you keep seeing the brown, you're not mopping correctly, because then you're swirling the dirt around. So it's a matter of coming right back out to the room so that we're not pushing the dirt back on the floor.

**H** Halie Morris 55:47

We've talked a lot about your team members, how big is your team at the University?

**M** Maggie Garcia 55:52

We have 110 custodians underneath us. Yes, on Main Campus. Yeah. So

**H** Halie Morris 55:58

you've got a solid team?

**M** Maggie Garcia 56:01

We do we do. And we do have a lot of rarely, really, really good custodians on and I can, I can say it. And I know Candace can because of our testing numbers. And you know, and they're proud. I mean, when I walked through a building, they're like, come look at my

phone. Come on, come look and see what I did. And, you know, I'm always happy to go around and see, take my time to listen to them and see how enthusiastic they are. So it's a big labor force.

H

Halie Morris 56:29

Yeah. Well, I have to show him the video just so they know how much you guys read. It they?

M

Maggie Garcia 56:36

Yeah, we do. We love you, too. Yeah. And our director is really good. Every year. During the fall, he likes to give a thank you to the whole team, not only to our custodial staff, our maintenance staff working hand in hand with us, because of course, we can't do it without them. Now, our custodial staff might be the eyes and ears on campus, because we actually are in a lot of the buildings. You know, we're in places that not everybody gets to go into. They report campus safety, test Campus Safety if they see strangers in the buildings. So they're very good at doing that. If they see somebody that doesn't belong, they report that they report the damages, like leaks, I mean, they they are the first ones, you know, they're like, got like our EMT responders, you know, they go out there, and they call us and say, Hey, this is I can hear a noise. I don't know where this is coming from. But it's coming from the maintenance room, can you come over and unlock it? And sure enough, they've, they've caught leaks. They helped maintain, you know, create more damage than what it would have if it went unnoticed. But they catch those things, and they bring them to our attention. So I'm grateful for what they do. Yeah, they're good. That's incredible.

H

Halie Morris 58:00

Alright, so I guess from you, is there anything else that you would like to talk about, about your efforts? To like your continuous improvement efforts? I guess the best way to put it? Yeah,

M

Maggie Garcia 58:12

I think, um, like I said, the biggest challenge for us is to create a our schedules, you know, when we create our schedules, we try to make it even across the board. As you know, in the custodial business, if you have, if you're taking care of one you're maintaining one floor used to be okay, this person has this floor, and this person has this floor. But when you look at the cleanable square footage, the one person on the bottom might have all

the classrooms, you know, and that's daily, and then another person would have offices, and so that offices were clean once a week, made it, you know, they had their job with a little bit smoother than the person who is below. So when Candace and I were, we were looking at all of this, and I was going through it is for the space might look like you have a lot of space. But really, we go by the task. So not only do we create schedules, we look at what tasks the staff are doing, and how long does it take to do that task. Because that's really important when you're doing your scheduling. And I think that's important with anybody in our field. I also looked at, you know, we don't have, we're not a business that has you have everybody comes to work 100%. Like, every day, I have 110 workers. That doesn't happen because that's unrealistic in any industry. Because you have a lot of benefits which include vacation time, sick time, and we have to take that into account too. So when we do our scheduling, we try to say hey, what what is our biggest day that we have a lot of absenteeism or that staff like to take off. And we looked at it as Friday, you know, Friday seem to be the day that people like to take off, you know, and they have a right to, you know, they've earned that. So we create schedules to where if we do have to do detail work, we never do it on a Friday. Friday should always be your easy day should be doing dailies, those tasks that you have to do all the time, no matter what your deep cleaning of offices, deep cleaning of classrooms, restrooms, that should be Monday through Thursday. And I find that if people start taking that route, and look at that, it's important, because you're never 100% where you have everybody here. I mean, have we had a day? Yeah. And that's the biggest mistake people make in our industry. And I see it all the time, is they create these schedules to where everybody's here every day, we have enough staffing, we're all jolly, but that's unrealistic, we have great benefits for our staff at the university, you know, and we want them to use those benefits. Now, we don't want to take it away, they've earned it. But we also have to be realistic on how we schedule. And I find that if you create schedules like that, it takes that burden where if you have five people for you know, we're so big, you might have 10 people per day, we're able to cover those areas, and do what we said we were going to do through our service level agreements. So I think that's really important for our industry.

H

Halie Morris 1:01:37

It's clever to actually look at like, I don't think anybody, I don't think many people look that deeply at when when are we likely to get the most out of our teams, you know, like, nobody wants to work on Friday, because everybody's ready for the weekend. Yeah, holidays come around. And you know, you've probably got a lot to do, but everybody's excited about the holiday. So I'm sure you guys say.

M

Maggie Garcia 1:02:07



And so we do you know, when it comes to holidays, so what we do is go Okay, we know people are going to take off, we know that when we have less people around campus, because they're taking off too. So during those times, what we do is we inform all of the people on campus, we let the people on campus know that, hey, we're coming up to the holidays, um, when we have limited staff. So I think that, you know, it goes back to that communication, we're communicating out there to say, you know, we have limited staff, so we will be pulling the trash between these times. So if you do have trash in your office, and we already serviced your office, if you take it to the central locations, it will be picked up. But this will be the last time that trash will be picked up. So we try to communicate those, you know, those things out there, because we we understand you, our staff take up vacation, we understand. So do are the other staff in the building that, you know, don't work for us. So we have that communication. And that's really important.

H

Halie Morris 1:03:13

I bet I bet your teams appreciate that a lot, too.

M

Maggie Garcia 1:03:18

Yeah, well, we, you we try to accommodate them. And sometimes that we're not always able to, but you know, it's just the way our businesses run. Mm hmm.

H

Halie Morris 1:03:29

But no, but I, I would say like everybody always talks about, like, flexible scheduling in today's work environment, that, like, there's you I think people almost want to be able to come in when they want to come in, and their idea of flex, but I feel like scheduling like that, where it's the human aspect is being taken into consideration. Right, right is better, right?

M

Maggie Garcia 1:03:55

Because like, you know, Candace and I were talking on the way here she goes, I hear about all these companies, they do all these flex times and things like that. And, um, it would be great if our industry were able to be like that. But unfortunately, we have an operation. So even though, you know, we're not able to flex as much as we would love to do it. We still have an obligation to get that classroom ready, so that the students can start right at seven. You know, we still have an obligation to clean the offices when we say we're supposed to clean them. We we still have those things that we have to deal with. Yeah, this is a it's like being on the assembly line. You just can't take a break when you

want to, you know, there's a reason why you have to stay on this assembly line until somebody rings that bow and you can get off it's because everything keeps rolling. You know, nothing keeps stopping. I don't want to say we're like we lied, but we just can't stop because our operations stuff Don't stop, you know,

H

Halie Morris 1:05:01

it's not you. It's not the type of job where you can have like a work when you want type mentality, right? Where people pick their schedule type mentality because it doesn't. There's so many elements, there's so much that's going on so many things that are time dependent with the classrooms and with class schedules and stuff like

M

Maggie Garcia 1:05:21

that. Yeah, we try to create the, you know, the two different shifts to say you have an opportunity to work this shift or that shift. I mean, that's as much as you know, possible. But yeah, yeah, it just,

H

Halie Morris 1:05:35

I think it goes a lot long, a lot further than what people think I think people think the flexible scheduling, working when they want is going to be like their ideal environment. Right? When people like structure. I just had to talk about this last night with survey people like structure, the structure will come back around, but having a company that takes into considerations that Eb how hard you work on Monday, and Tuesday is not how hard you're going to work on Friday. Correct. And that like, mentally, you're already probably have cashed out. But also there's less people in the like, right, this or your right campus that day. So the work, making the work actually look different to match that,

M

Maggie Garcia 1:06:14

right. So you do have a day where it isn't that you have to be in every single space every day. We're just asking you to go into these common spaces, you know, and, but we still have our staff that love to do everything every day. And how do you scold someone at sighs Okay, you're not supposed to go into the offices every day. But they're my client. And I feel obligated, and we're like we understand. But when you're absent, and debris, custodian shows up, we can't do that. Yeah, it's different. It's like someone else who's covering, Pat is probably covering your space in another space. So it makes it very difficult for them, but we appreciate all that they do. And, and we have a lot of people like that they, you know, we have a lot of people that love their job. And they, they I mean, if you

look at them and watch their work ethic, your take a break. I know, but I need to get this done, the students are going to be coming in and I want them to have a great, you know, great time shift. Oh, yeah, I've been there. And our job is to make our freshmen their first experience, great. I mean, that's our job, you come to the University, you're proud to be here. And that but that's our job is to make that first impression for the students in the band to be the greatest impression. Because if you look at statistics on why students pick where they pick, it's usually because of the aesthetics of the campus. So that's one up for us. One down for the professor's I get to work a little bit harder. So

H

Halie Morris 1:07:56

yeah, that's a very nice and that the buildings are gorgeous. And I was awesome when they renovated the basement of the business building. Yeah, because so many of us were in there, I was in an organization that was our meeting space. But like, That was when I was picking a campus, this was close to home for me, and nobody wants to go close to home when they graduate.

M

Maggie Garcia 1:08:22

And I do think that, you know, at the university, they listen to the students to know, I mean, because our department, it encompasses everything. We take care of the buildings, we're the facilitators of this building. So we do hear from the students that the most important thing are their classroom setting. Like if I'm comfortable in a room, because this is my learning atmosphere, then we got to create an environment where it's easy for you to learn and not be distracted.

H

Halie Morris 1:08:52

Yeah. And as a freshman who started off with 8am classes for five days a week and I went five days a week was much appreciate it. I can't even make it in here at 8am going to be let alone being a Chem class at 8am. Kevin bio, vicious. Yes, yeah, I know. I took all those classes. Yeah. Yeah. So know that. It's I like I said, I love having you guys on because this was I spent five years at this university. Oh, you know, and I was there. There was a couple semesters where I was only there two days, we most of us there four or five days a week. And when I went to campus, I'd stay on campus most of the day, because, yeah,

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Maggie Garcia 1:09:37

well, we appreciate that you call on an invited assignment. That was a great opportunity for us and to help you know, students who are alumni. So that's great, too. As much as we

can. So yeah, we're, we were excited about it. And I feel this is a great opportunity, and I love what you're doing. So thank you I don't think there's too many podcasts out there who talked to individuals and the different aspects of cleaning. Like you said, Everybody wants to be an expert at cleaning. My husband's a Windex kind of paper towel guy that cleans everything. And I have to tell him different. But you know, that's home. Yeah. So yeah, thank you for everything that you're doing. I mean, that's great. And we look forward to watching all the podcasts.

H

Halie Morris 1:10:30

Thank you so much. I'm excited to connect you guys and to build the relationship that we have to get here. But um, thank you so much for coming on. Because talking to you before talking to you now hearing about like, how well you interact and run your team and the initiatives you do to make the University of Toledo that much more of a home for the students and staff. It's incredible. So I'm really glad we get to talk about that and share it and show you know, show everybody who's gonna listen, you know, okay, well, thank you. Thank you. Alright, and thank you everyone for tuning in to this month's episode of business of cleaning. I say you should check out the blog post or provide everybody's information and we'll see you again next month.