MY TRADE TALENT

AN INDUSTRY GUIDE FROM MY TRADE TALENT

# The Definitive Guide to Attracting Top Talent in *Commercial Cleaning & Facilities Maintenance*

*Everything a general contractor needs to know to win — and keep — the people who build the business*


AUTHOR

Michael Carter

President, My Trade Talent


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# A Note from Michael Carter

To the owners and operations leaders of commercial cleaning and facilities maintenance firms across the country,

I have spent my career placing talent in the commercial trades. Cleaning and facilities are where I see the same story most often: the phone is ringing, the RFPs are coming in, the pipeline of work is healthy -- and the growth-limiting factor is the same in every conversation. It is not front-line labor. It is the supervisor tier.

Every firm I work with has already figured out how to keep front-line teams staffed. Even in tight labor markets, cleaning and facilities firms have systems for hiring janitors, team members, and entry-level techs. That work is real, but it is not what is stopping you from growing.

What is stopping you is the tier just above that -- team leads, site managers, account managers, regional operations managers, facilities managers. The people who own client relationships, run P&Ls on individual accounts, and decide whether your renewals happen or your clients start looking. That tier is thinner in 2026 than it has been at any point in the last decade, and the firms who solve the supervisor-hiring problem are the ones who will keep growing.

I wrote this guide because I am tired of watching good commercial cleaning and facilities firms struggle with this. The information here is what I would tell you if you and I were sitting at a job site walk-through together -- without the consultant-speak and without anything I do not actually believe.

What you will find in the pages ahead is a practical framework for building the supervisor-tier talent function your firm deserves. The real cost of an open site manager seat. What an employer brand actually looks like for a cleaning or FM firm. What compensation packages are winning right now, including the certification premiums that matter. Where hiring processes break. What retention actually looks like at the supervisor tier. And how to build a pipeline so you stop scrambling every time an account manager gives notice.

This is not theory. This is what works. Read it carefully. Use it.

-- Michael Carter President, My Trade Talent

# Executive Summary

Commercial cleaning and facilities maintenance in 2026 is defined by a supervisor-tier talent shortage that the industry has not rebuilt since the pandemic hygiene surge.

The demand-side story is well understood. Between 2020 and 2023, commercial cleaning firms rode a surge that permanently reset client expectations for building hygiene. Healthcare, education, and Class A office spend on cleaning services remains well above pre-pandemic baselines. Facility management -- always a steady-growth category -- has picked up additional demand from hybrid-work office reconfiguration and from the general shift toward outsourcing non-core building operations to specialists.

The supply-side story is what most firms have not fully accepted. During the surge, many firms promoted strong front-line performers into supervisory roles quickly and without structured development. When the demand held and the surge became the new baseline, those under-developed supervisors either left for adjacent industries or plateaued. The result: the supervisor tier -- site managers, account managers, regional operations managers, facilities managers -- is meaningfully thinner than the demand needs.

Certifications amplify the gap. CIMS-certified account managers, BOMI or FMP-credentialed facilities managers, and IFMA CFM holders all command 10-20 percent premiums over uncertified peers, and they rarely appear on job boards. Firms competing for these credentialed people cannot rely on posting a job and waiting -- the credentialed candidates are already employed and are only reachable through direct outreach.

The firms winning renewals in 2026 are the ones who have built pipelines for the supervisor tier. This guide is the framework for doing that.

## The State of Commercial Cleaning & Facilities Talent

### The structural picture

Commercial cleaning as an industry is now larger and more sophisticated than it was pre-pandemic. Healthcare-grade cleaning, data center and cleanroom services, and industrial cleaning are all distinct sub-verticals with their own labor pools. Standard commercial janitorial remains the largest chunk of the market but no longer represents the growth opportunity for most firms.

Facilities management overlaps heavily with commercial cleaning but is credentialed differently. BOMI (Building Owners and Managers Institute) certifications, IFMA (International Facility Management

Association) certifications including the FMP and CFM designations, and BOMA property-management credentials all matter. A great commercial cleaning operations manager is not automatically a great facilities manager, and vice versa.

The labor side of the equation has bifurcated. Front-line cleaning labor is a high-volume, high-turnover pool that most firms have internal muscle memory for. Supervisor-tier labor is a low-volume, high-stakes pool that most firms handle badly. The credentialed FM tier is a small pool with formal training paths that firms often ignore entirely.

Wages have moved. Front-line cleaning wages have risen roughly 8 to 12 percent per year for the last three years across most commercial markets. Supervisor-tier wages have moved 6 to 9 percent per year. Certified facilities managers with CFM designations are commanding 15 to 20 percent premiums over uncertified peers with equivalent experience.

## What this means for your firm

The rules of hiring in this industry have changed at the supervisor tier. Front-line hiring is still a volume game and internal HR can generally handle it. Supervisor-tier and FM-tier hiring is now a relationship game -- the people worth winning are currently employed at your competitors or in adjacent industries, and they respond to thoughtful outreach, not job postings.

The cost of slow supervisor hiring has gone up dramatically. Every week a site manager seat sits open, the account is at risk. Every week a facilities manager seat sits open, tenants notice. In an industry where renewals are the whole business, slow hiring is not a back-office HR problem -- it is a customer-retention problem.

The discipline of supervisor-tier recruiting has to be elevated inside the company. It cannot be handled by the same office manager who fills janitor roles. It has to be either a dedicated internal talent-acquisition function, or a real external partnership with a firm that specializes in commercial cleaning and FM recruiting as its full-time work.

The firms who continue to treat supervisor-tier recruiting as a side task will continue to lose accounts. The firms who treat it as a strategic function will keep growing.

> *The constraint on growth is no longer the pipeline of work. It is the pipeline of supervisors and facilities managers who can run it.*

## The Hidden Cost of a Vacant Site Manager Seat

I want you to do a calculation. The next time a site manager, account manager, or facilities manager seat opens in your firm, pull out a notepad and add up what that vacancy actually costs you. Not the salary you save while it is open. The real cost.

### The direct revenue cost

Start with the accounts at risk. A site manager or account manager owns the client relationship for one account or a portfolio of accounts. When that seat is open, that relationship weakens. Client complaints go unanswered longer. Small quality issues that a good manager would catch become larger complaints. Renewal conversations get pushed. If a renewal is coming up in the next 90 days and the seat is open, the risk of losing that account rises significantly.

In commercial cleaning, the annual value of a mid-market commercial account typically runs from $60,000 to $500,000 depending on size. Losing one account because a site manager seat was open too long can easily represent lost annual revenue that exceeds an entire year of that role's salary.

### The hidden cost of the people who stay

The next cost is the one most cleaning and FM firms miss entirely. When a supervisor seat is open, the rest of the team absorbs the load. The regional operations manager picks up direct account oversight. Other site managers cover for the missing one. The office starts fielding client calls that should have been handled at the site.

They do not complain right away. They do their jobs. But if it goes on for two or three months, the best supervisors in your company start to wonder whether leadership actually values them. They see leadership take six months to fill a seat that should have taken six weeks. They start answering recruiter calls they would have ignored before. Slow supervisor hiring is one of the leading causes of unwanted supervisor turnover, and losing an existing top-tier supervisor is several times the cost of the original vacancy.

### The customer cost

The third cost is the one your clients feel. Property managers, healthcare facilities directors, education operations leaders -- these are professional buyers of cleaning and facilities services. They talk to each other. If they experience declining service quality because your firm cannot keep supervisor seats filled, they remember. And they tell peers. The reputational cost of one lost account is much larger than the account itself.

## The opportunity cost

Finally, there is the work you turn down or do not bid because you do not have supervisor bandwidth to run it. Most cleaning and FM firms significantly underestimate this cost. Every firm I have spoken to can name two or three RFPs they walked away from in the last year because they could not staff the operations tier.

## Adding it all up

When you add up the account-loss risk, the strain on remaining supervisors, the reputational cost with clients, the opportunity cost of unbid work, and the recruiting fees themselves, the true cost of a single open supervisor seat in a commercial cleaning or facilities firm easily exceeds $100,000 -- and often runs significantly higher when a large account is on the line.

The firms that move from a 90-day average time-to-fill on supervisor roles to a 30-day average are not saving 60 days on a recruiting timeline. They are protecting the accounts that fund the business.

> *The true cost of a vacant supervisor seat is not the salary you save. It is the accounts you are putting at risk while it stays open.*

## Building an Employer Brand That Attracts Supervisors

Of every topic in this guide, this is the one commercial cleaning and FM firms get wrong most often -- usually because they think "employer brand" is a marketing term that does not apply to a services business. Let me reframe it. Your employer brand is not a logo or a tagline. It is the answer to a single question every supervisor-tier candidate is asking before they accept your offer: what is it actually like to work there?

Top supervisor-tier candidates in commercial cleaning and facilities are answering that question whether you participate in the conversation or not. They are asking their peers in the industry. They are reading your reviews. They are looking at your trucks, your uniforms, your site presentations, and your leadership team. They are checking your social media to see if there is anything there at all. The only choice you have is whether to influence what they find or to let it be determined by accident.

## The five elements of an employer brand that wins

The work itself. Top supervisors want to run good accounts. Show the work. A Class A office portfolio, a healthcare portfolio, a data-center account, a large education contract -- these should be visible on your website, in your social media, and in the conversations you have with candidates. Show the difficult, the technical, the high-visibility. The supervisors worth winning will recognize themselves in that work and will want to be part of it.

The people. Real photos of real site managers, real facilities managers, real leadership. Not stock photos. Not generic cleaning-crew stock shots. Names and faces and stories. Supervisor-tier candidates want to know who they will be working with and reporting to. They want to see that the leadership team is credentialed, experienced, and approachable.

The equipment and the vehicles. In this industry, this matters more than most firms realize. Clean, well-maintained trucks. Consistent uniforms across sites. Modern equipment -- floor machines, HVAC diagnostic tools, work-order software. These are signals that the firm invests in doing the work properly. Supervisor-tier candidates form opinions in seconds. Make sure those opinions are the ones you want.

The career path. Top supervisors do not want a job. They want a career. Make the path from where they are to where they want to be visible. Team lead to site manager. Site manager to account manager. Account manager to regional operations. Regional to VP of operations. Show the comp ranges. Show the certification investment (CIMS for account managers, BOMI or FMP for FM roles, IFMA CFM for senior FM). Show the people who have made the progression. The candidates who are evaluating you against the firm across town will pick the one where they can see their future.

The culture. Culture in this industry is not the office coffee bar. It is whether the office answers the phone when a site has an emergency. It is whether the operations leader backs the site manager when a client is being difficult. It is whether the firm keeps its word on pay, schedule, and promotions. It is whether the leadership team gives supervisors real authority over their accounts, or micromanages them from headquarters. Candidates can sense culture in a 30-minute conversation. Firms with real culture do not have to advertise it, but they do have to live it.

## The careers page nobody reads

Most commercial cleaning and facilities firms have a careers page that is actively hurting them. It has a stock photo of a smiling person in a uniform. It has a list of bullet points about "competitive pay" and "great benefits" that mean nothing. It has an application form with twenty fields. It converts almost nobody at the supervisor tier.

The careers page that wins is built around the five elements above. It opens with a clear statement of who you are and what you do. It shows real work and real people. It lists open roles in plain language with honest information about what the role pays (including certification premiums), what the schedule looks like, what the career path is, and who they will report to. It has an application process that takes three minutes, not thirty. It links to social proof: reviews, testimonials, and jobsite photos.

If you do nothing else after reading this guide, audit your careers page tomorrow with the eyes of a supervisor who is currently employed at your best competitor. Ask yourself whether the page would make them consider switching. If not, you have a starting point.

## The Compensation Conversation

Compensation in commercial cleaning and facilities has moved substantially in the last three years, and the credentialed tiers have moved the most.

### Where the market is right now

At the front-line tier, commercial cleaning team members are earning $16 to $25 per hour in most markets, with specialty tiers (healthcare-grade, industrial cleaning) commanding the higher end and cleanroom / data-center cleaners commanding $30 to $45 per hour in tight markets.

Supervisors -- team leads and site-level cleaning supervisors -- are earning $20 to $30 per hour, with ISSA CMI-certified supervisors commanding an 8 to 12 percent premium over uncertified peers.

Site managers and account managers, the tier that owns individual client relationships, are typically earning $47,000 to $72,000 depending on market, book size, and certifications. CIMS-certified account managers command 10 to 15 percent premiums over uncertified peers.

Regional operations managers, managing 5 to 15 accounts across a metro, are earning $75,000 to $115,000 with the range depending on portfolio revenue and profit responsibility.

Facilities coordinators are earning $45,000 to $65,000, with FMP-credentialed coordinators commanding a modest 5 to 8 percent premium.

Facilities managers -- the credentialed tier -- have the widest wage range in the industry. Uncertified facilities managers with several years of experience earn around $72,000 to $95,000. BOMI-credentialed and FMP-credentialed FMs earn 12 to 18 percent more. IFMA CFM (Certified Facility Manager) holders commanding senior-portfolio roles regularly earn $120,000 to $140,000, with senior CFM roles managing complex portfolios reaching $180,000.

Building engineers who blend facilities and trades experience typically earn $60,000 to $90,000 with trade-specific credentials adding premiums.

VPs of operations at commercial cleaning firms and multi-location facilities firms are earning $130,000 to $180,000 base plus performance bonuses tied to portfolio profitability.

## Pay for the certification, the credential, and the portfolio

The most effective compensation structures I see in commercial cleaning and facilities firms are tied to certification tier plus portfolio responsibility, not to years of experience alone.

A CIMS-certified account manager running a $2 million portfolio should be paid meaningfully more than an uncertified account manager running a $600,000 portfolio. A CFM-holding facilities manager running a healthcare portfolio should be paid meaningfully more than an uncertified FM running a small office. The best firms make these distinctions explicit in their comp structure -- transparent tiers based on certification level and portfolio size -- so ambitious employees can see exactly what they need to earn to move up.

## The package beyond the base

Base pay is table stakes. The total package is what wins supervisor-tier candidates in this industry.

Vehicles. For site managers who cover multiple accounts, and for building engineers and facilities managers, a company vehicle or a real vehicle allowance is a meaningful benefit and a real recruiting tool.

Certification investment. Fund CIMS, ISSA CMI, BOMI courses, IFMA FMP and CFM prep. Every certification you fund is a signal that you invest in careers, and every renewal you cover is a reason to stay.

Health benefits that work. In an industry with high labor costs already, real health insurance for employee and family is a major differentiator, especially against smaller competitors.

Retirement match. A real 401(k) match with reasonable vesting is table stakes for the supervisor tier.

PTO people actually take. Supervisor burnout is a real issue in this industry. Firms that require PTO usage rather than merely offering it retain their best supervisors longer.

Bonuses tied to outcomes. Account retention bonuses for site managers, portfolio profitability bonuses for regional operations managers, safety bonuses for supervisors, referral bonuses for everyone. These are high-leverage compensation tools that tie pay to what actually matters.

Compensation is the price of admission. Culture, career, and treatment are what win the supervisor-tier offer.

## The Hiring Process Itself

More good supervisor hires are lost to bad hiring processes than to bad offers. I have watched candidates with multiple competing offers pick the firm that responded fastest, communicated clearest, and made them feel respected -- even when the comp was equal or slightly lower. I have watched firms with the best comp packages lose every senior candidate because the process took six weeks and felt like a hazing.

### The seven-day rule

From first contact to written offer, you have seven days. Not seven weeks. Not seven business days that turn into ten because someone is on vacation. Seven days. If you cannot move that fast, you will lose the candidates worth winning.

Top supervisor-tier candidates in commercial cleaning and FM are not on the market long. The good ones get found, courted, and hired in cycles measured in days, not months.

### Where most processes break

The week-long delay before the first call. A candidate is referred or applies. It sits for a week before anyone reaches out. By the time you do, they have already had two other conversations. You are the third option.

The phone screen that takes three days to schedule. Coordination between recruiter, hiring manager, and candidate for a 15-minute call takes a full week when it should take a day.

The interview committee that decides nothing. Five people interview the candidate across two weeks. Each has a slightly different opinion. No clear decision-maker exists. The debrief produces no decision.

The reference check that delays the offer. Interviews go well. Everyone wants to make an offer. The reference check has not started, references are not returning calls, and the offer sits for two weeks while everyone waits. The candidate accepts elsewhere.

The negotiation by committee. Verbal offer is extended. Candidate counters. Hiring manager takes it to the owner. Owner has to think about it. Three days pass. The candidate accepts another offer.

## The process that wins

First contact within 24 hours of the candidate entering the funnel. Phone screen within 3 days. Video or in-person interview with hiring manager within a week. Clear decision within 24 hours of that interview. Written offer within 48 hours. References checked in parallel with the offer, not as a gate. Total elapsed time from first contact to offer: about one week.

## What to evaluate in the interview

Technical skill. Can they do the work? For a site manager, that means managing a team plus a client. For an account manager, that means P&L understanding. For a facilities manager, that means real MEP knowledge plus vendor management. Verify with specifics. Ask about specific accounts they have run. Ask about the biggest client complaint they have resolved.

Work history and stability. Why did they leave their last three roles? Have they progressed in responsibility, or moved laterally? What does their tenure pattern say?

Cultural fit. Will they fit your team, work well with your other supervisors, and represent your firm well to clients?

Trajectory. Where do they want to go? Ambitious and looking for growth, or comfortable and stable? Both can be right for different roles, but you need to know before you make the offer.

## Retention: The Highest-ROI Recruiting Strategy

Every conversation about recruiting eventually has to come back to retention. The math is undeniable: every supervisor you keep is one you do not have to replace. And the cost of replacing a site manager, account manager, or facilities manager typically runs well into five figures once you count recruiting, ramp-up time, client disruption, and impact on peers.

Investment in retention pays back faster and more reliably than almost any other discretionary spend. Yet most firms underinvest here because the returns are invisible. You do not get a memo when someone decides not to leave.

## Why supervisors leave

They feel disrespected. The regional manager who never asks their opinion. The owner who walks past them without speaking. The promised raise that never materialized. Supervisors will tolerate hard work, long hours, and difficult clients. They will not tolerate feeling like they do not matter.

They cannot see a future. If the path from where they are to where they want to go is unclear or nonexistent, the ambitious ones will leave for a firm where they can see it.

Compensation has fallen behind. The market has moved. Their pay has not. They find out when a peer at another firm tells them what they are making.

Work-life balance is broken. Nights and weekends spent on client calls. Coverage for missing team members that never gets acknowledged. Family suffering while the account grows.

They lost confidence in leadership. Something happened -- a missed payroll, a broken promise, a customer complaint handled badly -- and they no longer believe the firm has their back.

## What retention looks like

Stay interviews once a year with every supervisor. Three questions: what do you love, what frustrates you, what would make you consider leaving. Answers go into a plan. Plan gets executed.

Visible career paths. Documented, posted, discussed openly. Every supervisor knows what the next level looks like and how to get there.

Certification investment. Paid CIMS, BOMI, FMP, CFM. Every dollar spent pays back multiple times in retention and capability.

Public recognition. Named praise. Tenure milestones honored. Account wins celebrated.

Constant communication. Owners and VPs visit accounts. Regional managers hold weekly team-lead check-ins. People stay informed and trust that they will hear news from leadership before the rumor mill.

Fix what people raise. Nothing kills retention faster than raising the same issue year after year with nothing happening.

> *The cheapest supervisor hire you will ever make is the one you do not have to make.*

## Building Your Talent Pipeline

If there is one idea in this guide I want you to take away, it is this: stop hiring supervisors reactively. Stop waiting for someone to give notice. Stop posting the role and hoping. The firms winning in this market have built pipelines for the supervisor tier, so when a seat opens, the shortlist already exists.

A real pipeline is not a stack of old resumes. It is a curated, ongoing set of relationships with qualified commercial cleaning and FM professionals in your markets -- people you have talked to, vetted, and stayed in touch with even when there was no opening.

It includes the site manager at a competitor who is not actively looking but would consider the right opportunity. The account manager who wants better career development than they are getting. The facilities manager who is credentialing up and would move for the right role. None of these people respond to job postings. All of them will take a thoughtful call from someone who has earned their time.

### Why a pipeline beats a posting every time

Speed. When a seat opens, you start at week three of a normal process rather than week one. The shortlist exists.

Quality. The candidates in a real pipeline are the ones the market does not see. They are already employed and doing well.

Leverage. A pipeline gives you the option to hire when the right person is available, not just when a seat opens. Some of the best supervisor hires I have placed happened because the contractor was ready to upgrade an underperforming supervisor without waiting for them to leave.

Reduced cost. Every week cut from time-to-fill is real money in this industry -- often literal client-retention money.

### Building it yourself versus partnering

Some firms have built internal pipelines successfully -- typically the multi-metro platforms with real talent-acquisition teams. For most commercial cleaning and FM firms, the economics of a full internal function do not work, and the operations leaders who would build it are already running the business.

For those firms, the answer is to partner with a recruiting firm that specializes in commercial cleaning and facilities and maintains the pipeline as its full-time work.

## The Recruiting Partner Question

Most cleaning and FM firms I meet have used a recruiting firm at some point and have a complicated relationship with the experience. The fees were high. The candidates were sometimes a fit, sometimes not. Communication was variable. By the end of the engagement, they were not sure they got their money's worth.

The traditional contingency model charges a percentage of first-year salary -- typically 20 to 30 percent -- when a candidate is hired. On a $95,000 account manager, that is $19,000 to $28,500 per placement. The fee scales with salary (better candidates cost more), the incentive is misaligned (recruiter is paid to fill, not to find the right person), and the model is reactive (starts only when the seat is open).

The DIY internal model has the advantage of low direct cost and full control. It has the disadvantage that supervisor-tier candidates are not on job boards, and the internal team running recruiting on the side cannot consistently reach them.

The flat-rate, pipeline-driven alternative that My Trade Talent has built is different. Flat fee per hire instead of a percentage. Ongoing pipeline maintained before you have an opening. Exclusive focus on commercial trades including cleaning and FM. Long-term partnership rather than transactional engagement.

The economics are dramatically better. On a $95,000 account manager, savings versus a 25 percent contingency can be $10,000 to $15,000 per placement. Across a year of multiple supervisor hires, total recruiting spend can be cut by half or more, with better results.

## How to evaluate any partner

Specialization. Do they focus on commercial trades including cleaning and FM, or are they generalists placing everything from accounting to engineering?

Pipeline depth. Ask them how many qualified site managers or facilities managers they could put in front of you next week.

Pricing transparency. Predictable flat fee or a percentage that scales with the hire?

Replacement guarantee. What happens if the hire does not work out?

References. Will they connect you with three cleaning or FM firms they have worked with for at least a year?

# A Final Word

The talent crisis in commercial cleaning and facilities maintenance is a supervisor-tier crisis. The firms that win the next decade will be the ones who treat supervisor recruiting as a strategic priority, build real employer brands, pay competitively including certification premiums, run fast and respectful hiring processes, invest in supervisor retention, and develop continuous supervisor pipelines.

The compound effect of that shift, executed consistently over a few years, is enormous. It shows up in account retention, in profitability, in the ability to say yes to bigger RFPs, and in the calm that comes from knowing you have supervisors ready to run the next account you win.

If you would like help putting any of this into practice, or a candid conversation about your specific situation, I would welcome the call.

-- Michael Carter President, My Trade Talent

# About the Author

## Michael Carter

*President, My Trade Talent*

Connect on LinkedIn

Michael Carter

President, My Trade Talent

Michael Carter is the President of My Trade Talent, a recruiting firm specializing exclusively in the commercial trades. Under his leadership, My Trade Talent has built national pipelines of vetted commercial trades professionals across ten industry verticals -- from HVAC and electrical to commercial cleaning and facilities maintenance -- and has placed hundreds of candidates with contractors and service firms across the country.

Michael's approach -- flat-rate pricing, pipeline-driven recruiting, and trade-specific expertise -- was built in direct response to the shortcomings of the traditional contingency model.

# About My Trade Talent

My Trade Talent is a national recruiting firm focused exclusively on the commercial trades -- including commercial cleaning and facilities maintenance. We maintain ongoing pipelines of vetted candidates across every key role in our verticals, charge a predictable flat fee per hire instead of a percentage of salary, and partner with our clients over time rather than transactionally.

The firms we work with consistently report faster time-to-fill, higher-quality supervisor hires, and meaningfully lower total recruiting spend than they experienced with contingency firms. We back every placement with a replacement guarantee.

Ready to build your pipeline?

Schedule a discovery call with Michael and the My Trade Talent team.

MY TRADE TALENT

READY TO HIRE SMARTER?

# Stop starting from *zero* every time a seat opens.

My Trade Talent maintains a continuous pipeline of vetted commercial trades talent — sourcing candidates by trade, specialty, and vertical experience so open roles fill in weeks, not months.

Schedule a discovery call with Michael and the team.

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