

Saint Joseph's College Campus-Wide Sustainable Purchasing Policies

August 2022

Purpose

- Alignment
 - Align purchasing with the Mission and Core Values of the College and with the strategic initiatives outlined in the College's Strategic Plan, in which "stewarding our campus environment" and sustainable growth and development are part of the vision and strategic narrative.
- Continuous Improvement
 - Advance goals of the <u>Climate Action and Sustainability Plan</u> (increase recycling, minimize waste, increase efficiency, promote conscious consumption and purchasing, and increase the exchange of supplies).
 - Obtain credits assessed in the Sustainability Tracking Assessment and Rating System (<u>STARS</u>).
 - Enhance understanding of and track purchasing practices at the College.
- Awareness and Utilization
 - Serve as a tool for employee orientation, faculty meetings, student orientation, and other relevant opportunity areas for education and adoption.

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Inclusive, Local, and Environmental Purchasing Statement¹

In valuing and recognizing the role that local, diverse, and inclusive businesses play in shaping the greater Portland area and Maine's economy and communities, and in line with the College's Core Values, Saint Joseph's College strives, whenever possible and economically feasible, to make ethical purchases by procuring goods and services from socially disadvantaged, local, environmentally conscious, independently owned businesses, social enterprises, and B Corporations. When determining companies to purchase from², Saint Joseph's College will take into account the following criteria:

Socially Disadvantaged:

- At least 51 percent owned, managed and controlled by members of socially and/or economically disadvantaged groups.
 - Examples include new Americans, minority-owned, and/or women-owned businesses.
- And/Or located in an economically distressed area and for which local residents comprise 30 percent or more of all employees.
- Commitment of organization to hire diverse employees.
- Diverse business owners (businesses owned by socially and economically disadvantaged groups).

Local, Independently Owned:

- At least 50% of business is locally-owned.
- Private, worker, community, or cooperative ownership.
- Business has a role and is involved in the city/town or region.
- Saint Joseph's College categorizes local businesses as those located within the state of Maine.

Social Enterprises and B Corporations:

¹This language has been developed by Coalesce, The Campus Sustainability Accelerator, based on industry best practice and modified and adapted for Saint Joseph's College.

²It should be noted that this statement may be used by, but is meant to inform, partnerships with businesses that are related to food and food services.

- Social enterprises³ may include, but are not limited to, fair and ethical trade organizations, cooperatives, and those committed to ethical working conditions.
- B Corps⁴ are for-profit companies certified by the nonprofit **B Lab** to meet rigorous standards of social and environmental performance, accountability, and transparency.

Environmentally Conscious Businesses:

- Businesses that source sustainable materials, seek to minimize their impact on the
 environment, and consider and are transparent with regards to the environmental impact
 of their practices, supply chain, and materials sourced.
- In accordance with the AASHE/STARS standards, we have and will continue to identify certified/verified vendors. Included are those that are certified as humane and IFOAM USDA Organic (mostly through Maine Organic Farmers Association-MOFGA).

Saint Joseph's College will also consider the following:

- If a business or organization has American Independent Business Association,
 Sustainable Business Network, or American Sustainable Business Council membership.
- Alignment with the College's Core Values and sustainability practices of the company/organization with those of Saint Joseph's College.

This is a voluntary, non-binding preference of the College with the intent to support inclusive and locally owned businesses and align purchasing practices with the College's Core Values of Faith, Excellence, Integrity, Community, Respect, Compassion, and Justice. It is expected that vendors meet criteria related to price, service, and delivery outlined in Requests for Proposals (RFPs). Inclusivity, sustainability, and local considerations will be three factors among many that are considered when awarding contracts.

Maintenance Supplies and Equipment

- All vacuums will meet the requirements of the Carpet and Rug Institute's <u>Green Label Plus Program</u>, which tests carpets, cushions, and adhesives to identify products with low emissions of Volatile Organic Compounds (VOCs), setting high standards for indoor air quality.
- All carpet removers will meet the Carpet and Rug Institute's <u>Seal of Approval (SOA)</u>, which certifies superior carpet cleaning products, equipment, and service providers. The SOA examines how well vacuums, extractors, and cleaning solutions clean carpets. You can also purchase <u>vacuums</u> with energy efficiency ratings.
- All paints (at a minimum will be low VOC) and wires will be <u>Cradle to Cradle certified</u>.

³Businesses whose prime purpose is social, who operate ethically and are democratically owned and governed.

⁴B Corps is to business what Fair Trade certification is to coffee or USDA Organic certification is to milk.

- All new light bulbs will be LED.
- Adhesives and sealants must have a VOC content less than current VOC content and be <u>Green Seal certified</u>.
- Degreasers will be UL EcoLogo⁵, Green Seal⁶, or U.S. EPA Safer Choice labeled (formerly Design for the Environment)⁷ certified.
- Air filters will be LEED certified.

Janitorial and Cleaning Products and Supplies

- All degreasing agents, floor cleaners, hand soap, hand sanitizer, floor cleaner, all-purpose cleaner, glass cleaner, and shampoos and body washes provided by the College will be UL EcoLogo⁸, Green Seal⁹, or U.S. EPA Safer Choice labeled (formerly Design for the Environment)¹⁰ certified.
- Laundry detergent used for athletics and campus life equipment will be EcoLogo certified.
- All carpet cleaning products¹¹ purchased will meet Carpet and Rug Institute (CRI) certification and and will obtained the CRI's <u>Seal of Approva</u>I (SOA)¹², which certifies superior carpet cleaning products, equipment, and service providers.
- All vacuums will be CRI Certified Green Label¹³, a certification ensuring low Volatile Organic Compound (VOC) emissions and improved indoor air quality based on the amount and size of dust particles the vacuum cleaner is able to collect.
- The College is phasing out the use of trash liners.
- The College will use bucketless mops, which decreases the amount of water used in the cleaning process.
- Exemptions from these Purchasing Policies:
 - Disinfectants

⁵<u>EcoLogo</u> is a product certification for reduced environmental impact

⁶Green Seal is a not for profit organization that provides a science-based certification on thousands of products that meet credible and transparent sustainability standards

^ZEPA Safe Choice, the Safer Choice Label is a standard for products used in schools, hotels, offices, and sports venues. The standards examine every chemical and look at PH, VOCs, packaging, and product performance.

⁸<u>EcoLogo</u> is a product certification for reduced environmental impact

⁹Green Seal is a not for profit organization that provides a science-based certification on thousands of products that meet credible and transparent sustainability standards

¹⁰EPA Safe Choice, the Safer Choice Label is a standard for products used in schools, hotels, offices, and sports venues. The standards examine every chemical and look at PH, VOCs, packaging, and product performance.

¹¹For a list of vacuums meeting energy standards see here.

¹²The SOA certifies the effectiveness of vacuums in removing dust and soil from carpets, which helps keep them out of the air.

¹³The Green Label Plus Program tests carpets, cushions, and adhesives to identify products with low emissions of Volatile Organic Compounds (VOCs), setting high standards for indoor air quality.

Electronics Products

- All of the following products will meet Electronic Product Environmental Assessment Tool EPEAT standards:
 - Desk tops
 - Laptops
 - Printers

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- When purchasing, SJC members will consider and prioritize the lifespan, functionality, and durability of a product (in addition to cost) in order to minimize waste and obsolescence of purchases.
- TV Monitors will meet EPEAT silver standards at a minimum; the College will continue to opt for EPEAT gold options, including leased Konica/Minolta copier/printers
- The College is working to phase out desktop printing to reduce cost and waste (see Faculty and Staff Technology Purchasing and Support Policy).

Paper Products

- The following paper products will meet Green Seal or UL EcoLogo certification:
 - Toilet paper
 - Napkins (purchased outside of Dining)
 - Paper towels
 - Tissues
- Stationery (envelopes and letterhead) will contain recycled content of 30%.
- Saint Joseph's College bans use of virgin copy paper on campus and will purchase copy paper (sizes 8.5 x 11; 14; 12 x 17; and 12 x 18 inches) containing at least 50% recycled content.
- To accommodate the use of copy paper made from recycled content, the College will lease or purchase copiers or printers compatible with copy paper made from recycled content.

Campus Fleet

Saint Joseph's College is committed to maintaining a fleet of vehicles that is effective, functional, low emitting and fuel efficient. These Purchasing Policies apply to all campus vehicles, including vans used to transport students, faculty, and staff, as well as facilities and department vehicles which include trucks, vans, passenger vehicles and golf carts.

When vehicles are no longer needed on campus they are traded in during the purchase of a

new vehicle. The College shall assess bus sizes used for athletics transport to align with the number of students taking the bus in order to use the most efficient vehicle. Maintenance on vehicles in the campus fleet shall be conducted regularly to ensure maximum fuel efficiency and safety of the vehicle.

Under the direction of the Chief Financial Officer, Facilities Management will implement the standards when proposing vehicles to purchase. Facilities Management will keep an updated list of all campus fleet vehicles and will determine annually if and when any vehicles will need to be replaced. When a new vehicle is to be leased or purchased, preference shall be given to vehicles that meet the below standards unless demonstrated that it will not satisfy its overall purpose.

Once functionality considerations are met, preference shall be given to acquiring fuel-efficient, alternatively fueled and low-emission vehicles that meet one or more of these criteria:

- Fuel efficiency: vehicles achieving at least 40 miles per gallon)¹⁴ or;
- Emissions: meeting the Super Ultra Low Emissions Vehicles (SULEV)¹⁵ or Partial Zero Emission Vehicle (PZEV)¹⁶ standards;
- Battery electric and plug-in hybrid vehicles including passenger vehicles, golf carts and people movers: and
- ◆ Alternative fueled vehicles: powered by propane, compressed natural gas (CNG), E-85, hydrogen or biodiesel (blend of B20 or greater).

Landscape Management Products and Equipment

This section of the Purchasing Policies covers products and equipment for Pearson's Town Farm, athletic fields, and the rest of campus grounds.

Landscape Products

- The use of inorganic fertilizer is banned on the Farm and used on a limited basis on athletic fields only. Most¹⁷ fertilizer purchased and used will be certified organic and come from compost from farms/facilities in Maine.
- Turf paint which is low VOC and biodegradable is used on athletic fields is used on athletic fields.

¹⁴This passenger car and light truck Corporate Average Fuel Economy (CAFE) standard was established in 2012 by the National Highway Traffic Safety Administration (NHTSA), and car companies are working towards this requirement

¹⁵SULEVs are 90 percent cleaner than the current average year's models.

¹⁶PZEVs are vehicles with zero evaporative emissions from their fuel systems, have a 15 year warranty on the vehicle's emissions control components, and meets SULEV tailpipe emissions standards. This is a stricter standard than SULEV.

¹⁷Purchasing of chemical pesticides, fungicides, herbicides, and insecticides is limited to outstanding circumstances and are to be used as infrequently as possible

- <u>Turface</u> for baseball fields: a clay product applied to the soil on the baseball field used to
 maintain adequate drainage (maintains moisture and cuts down on the pooling of water)
 and prevent injuries.
- The College will explore more sustainable alternatives to the following inorganic products currently used on athletic fields.
 - Dimension pre-emergent: Crabgrass control
 - Cool power or Trimec: Weed controls- (spot treatment only)
 - Allectus: Grub preventative
 - Fertilizers (19-0-6, 30-0-10, 18-0-5) all are at least 50% slow release products
 - o Cal Lime: Lime-Solu
- Seeds and Plants: The College has a stated preference for purchasing plants that meet the following criteria:
 - Native to <u>Maine and New England</u>
 - o Noninvasive species
 - Pollinator friendly¹⁸
 - Edible by humans and animals
 - <u>Drought tolerant</u> or wet tolerant where appropriate
 - Biodiverse species

Landscape Equipment

 When purchasing tractors, snowblowers, pick-up trucks and hitches, and lawnmowers, the College will prioritize and give preference (when economically feasible) to those products that are fuel efficient, use alternative fuel sources, and/or are animal driven.

Preferred Suppliers

The following suppliers are "preferred" because they meet one or more of the following criteria: located within close proximity to the College, offer organic products, and/or are a small, family run, or alumnus/a owned business.

- Facilities and Farm employees will give preference to supporting the following vendors when acquiring inputs:
 - o Green Mountain Feeds- Vermont- Organic Livestock Feed
 - o Blue Seal- Organic Livestock Feed
 - o Rimol Greenhouse Systems- New Hampshire- Greenhouses
 - Premier One- Livestock supplies
 - Limerick Mills Animal Hospital- vet
 - Longhorn Horse and Pet Supply- Buxton, ME- Livestock and Feed Providers
 - Allen Farm- Windham, ME- Hay (not organic)

¹⁸Saint Joseph's College recognizes bees as keystone organisms in the terrestrial ecosystem and essential for a thriving ecosystem. For more information, see the University of Maine Extension program website.

Dining Products and Cleaning Supplies¹⁹

• When disposable products are used, College Dining Services will purchase exclusively:

Clear cups: made from 100% recycled content

Napkins: Biodegradable

Single use plates: Compostable and recyclable

Single use utensils: Recyclable

Hot cups: Compostable and recyclable

Coffee cup lids: Recyclable

 All major purchases of cleaning products (such as floor cleaner, glass cleaner, all purpose cleaner, dish soap, sanitizing rinse, and more) will meet EcoLab, EcoLogo, Green Seal, or achieve EPA Safer Choice standards.

Furniture

- Furniture for all new construction projects and renovated areas and/or purchases will obtain Level²⁰ certification or be Cradle to Cradle certified.²¹
- Preference will be given to flame-retardant free furniture for fire safety purposes and to avoid the toxic chemicals.²²
- Individuals and departments are encouraged to purchase furniture that meets Level standards or Cradle to Cradle certification.

Sustainability Vendor Code of Conduct²³

This Sustainability Vendor Code of Conduct is a set of holistic sustainability (environmental, social, and economic) guidelines to consider when hiring vendors and partners in addition to the criterion of cost, function, and aesthetic. Saint Joseph's College will strive to select business partners that demonstrate leadership in these areas, and within two years of the publishing of these Policies, will evaluate and monitor the percentage of vendors that meet these criteria and

¹⁹This does not include food

²⁰Level[®] has been created to deliver the most open and transparent means of evaluating and communicating the environmental and social impacts of furniture products in the built environment. It is the third-party certification program for the furniture industry's multi-attribute, sustainability standard.

²¹ Cradle to Cradle <u>certification</u> for products using production methods that are efficient and waste free.

²² http://www.silentspring.org/resource/fact-sheet-furniture-flammability-standards-boston-and-massachuse
tts many institutions have also taken the following pledge:

http://www.ceh.org/wp-content/uploads/FR-Pledge.pdf

²³This language has been developed by Coalesce, The Campus Sustainability Accelerator, based on industry best practice and modified and adapted for Saint Joseph's College.

considerations outlined below. The Sustainable Purchasing Policies and this Code of Conduct will be displayed on the College's website and included in all Requests For Proposals (RFPs) with new and existing vendors to help promote the adoption of corporate social responsibility and sustainability practice and to ensure greater alignment between the practices of business partners and the College's mission, <u>Core Values</u>, and sustainability goals.

The below considerations are not requirements, rather they are elements that the College values and will seek and encourage in its business partners. Saint Joseph's believes that the following considerations can demonstrate and exemplify institutional commitment to sustainability, while further demonstrating the College's commitment to its Core Values. The College will ask about the following considerations when appropriate and relevant to the vendors' industry, product, and/or service being delivered; these considerations apply to the business and its franchisees (if applicable).

Guiding Considerations Across Environmental Sustainability, Social Justice, and Economic Viability

Environmental Sustainability Considerations: Demonstrating Responsible Stewardship of Resources

- Sustainability is explicitly stated as a priority of the company/organization across its activities.
- Established corporate social responsibility program or initiative with transparent methods for regularly assessing and reporting on progress towards goals and implementation of policies.
- Adherence to a company-wide Climate Action and Sustainability Plan that is publicly available with a transparent reporting on progress towards goals and implementation of relevant policies.
- Adherence to College sustainability policies and protocol, such as the College's Anti Idling Policy and Tobacco Free Campus policy.
- Explicit commitment to give preference to locally produced goods²⁴ and services purchased from a local and independent business in order to strengthen the economic base of the community and minimize the externalities associated with products produced by large multinational corporations, such as emissions from transportation and extra materials used in packaging.

²⁴http://bimpactassessment.net/sites/all/themes/bcorp_impact/pdfs/B%20Resource%20-%20Local%20Purchasing%20Policy%20(1).pdf

- Commitment to purchasing and using products, supplies, and items that are third party certified for cleaning products, equipment, paper products²⁵, building supplies, furniture, and more (such as alternative vehicles).
- Company tracks its greenhouse gas emissions, water intensity, and material waste
- Commitment to use resources responsibly: minimize waste, recycle materials, and divert
 waste from the landfill, use post consumer recycled materials in the production of
 finished products, use third party certified efficient equipment, technologies, materials,
 and supplies, reduce its resource footprint (carbon, water, energy, and waste) of their
 operations.

Vendors are encouraged to provide evidence of their adherence to such recognized norms of environmental quality and performance.

Ethical Labor Considerations: Recognizing and Respecting the Dignity of All Persons
Saint Joseph's College respects internationally recognized human rights as defined by the
Universal Declaration of Human Rights and Associated Covenants, and the International Labor
Organization (ILO) Declaration on the Fundamental Policies and Rights at Work. The College
expects its external business partners and their franchisees, if applicable, to respect these
internationally recognized human rights.

- **Harassment and Abuse:** Every employee shall be treated with dignity and respect and vendors will not tolerate any form of harassment or corporal punishment.
- **Labor standards**: Fair wages, hours, child labor, forced labor, or leaves²⁶: vendors must recognize and respect the legal rights of employees to earn the minimum wage, as well as laws around hours and overtime, medical leave, maternity leave, and forbid child labor. Vendors shall not use forced labor in any form.
- Health and wellbeing of employees: vendors must provide a safe and healthy working
 environment that is conducive to accident and injury prevention. All activities shall be in
 full compliance with the Federal Occupational Safety and Health Act (OSHA).
- Nondiscrimination: vendors shall not subject any person to discrimination in the hiring, salary, benefits, advancement, discipline, termination, or retirement processes on the basis of race, gender, ethnicity, color, religion, nationality, age, disability, marital status, or reproductive or familiar situations.
- Each vendor shall be an equal opportunity employer and have a stated preference for hiring disadvantaged or community-based service providers or b corporations.

²⁵With regards to outsourced printing, preference is given to those vendors who use Forest Stewardship Council certified paper, use renewable energy sources for their production plant/s, are are local to reduce emissions from transportation (those vendors within the United States must be in compliance with stringent regulations with regards to effluent from their production facilities).

²⁶The term child refers to a person younger than 15 (or 14 where local law allows) or, if higher, the local legal minimum age for employment or the age for completing compulsory education. The College prohibits assigning young workers (i.e., under 18 years of age or as defined by local law) to hazardous work based on age limits and types of work (e.g., night work) defined by local law.

 Freedom of Association and Collective Bargaining rights of employees must be respected.

Vendors are encouraged to provide evidence of their adherence to such recognized norms of ethical labor standards.

Legal Compliance: Commitment to Honesty and Integrity in Relations and Business Dealings with all Entities

Business partners (and their subcontractors or franchisees, if applicable) of Saint Joseph's College must follow all applicable federal, state, and local laws at all times. External business partners and their employees must ensure they understand how the law applies to their work on behalf of Saint Joseph's College. No external business partner has the authority to require or request that any of their employees or anyone else to violate any law or regulation.

Conflicts of Interest

A conflict of interest, whether real or perceived, poses risks to individuals and the College. Such risks include allegations of self-dealing, operational difficulties, financial losses, and reputational damage. A conflict of interest exists if the outcome of an agreement could create a benefit for a College employee, his/her relative, or personal friend. An employee whose participation in a contract transaction exposes him/her to a conflict of interest, s/he must disclose the nature of the conflict to his/her supervisor and may not direct or participate in the negotiation, execution or management of the subject contract²⁷.

Purchasing Policies Enforcement

The CFO has primary responsibility for enforcement of these Policies.

Purchasing Policies Review

The CFO will have the right to and will review adherence of the vendor to this Sustainability Vendor Code of Conduct and all other relevant legal documents. Both parties (CFO and Director of Sustainability) will record the percentage of vendors in compliance with the Sustainability Vendor Code of Conduct and report this percentage annually to the Sustainability Task Force and Administrative Team of the College.

²⁷This language was directly taken from Saint Joseph's College's Finance and Administration Contracting Policy.

Monitoring and Evaluating of Purchasing Policies²⁸

To ensure that these Policies are implemented and adopted across Saint Joseph's College and to evaluate the standards set forth in these Policies, mechanisms for implementing, monitoring, and evaluating are outlined below.

The College will demonstrate and publicize the standards and preferences in the Purchasing Policies by including them on invoices, adding them to the College's website, incorporating them in the employee handbook, faculty handbook, and student handbook, including them in new student and new employee orientations, communicating preferences and standards to current vendors, identifying vendors based on the criteria listed above, and encouraging student and employee purchases that meet these criteria.

The Sustainable Purchasing Policies will be evaluated in their entirety, every two years by the responsible parties listed in the table below. This timeframe allows for the College to adjust practices and procedures. The below table outlines the elements of the Policies and responsible parties for tracking purchases that will inform the overall evaluation of the Purchasing Policies.

Data requested (see monitoring and evaluation sheet, appendix B) will be submitted annually to X by the last day of the reporting fiscal year (June 30th). This information will be compiled in an annual report to capture purchasing practices and trends as they align with the standards outlined in the Sustainable Purchasing Policies.

Moving forward, Saint Joseph's College will begin tracking purchases in the following categories (For more information on the cost differentials in switching to green alternatives, and for the full monitoring and evaluation tracking spreadsheet, please see appendices B and C.):

- Furniture: Dollar amount spent on furniture that is either Level or Cradle to Cradle certified.
- Inclusive Local and Environmental Statement: percent of vendors and businesses that meet this stated preference.
- Sustainability Vendor Code of Conduct: percent of vendors and business partners that abide by the Code of Conduct.
- Campus Fleet: amount of new vehicles purchased that are electric, alternatively fueled, or fuel efficient.
- Maintenance Supplies.
- Landscape Management Products.

²⁸This language has been developed by Coalesce, The Campus Sustainability Accelerator, based on industry best practice and modified and adapted for Saint Joseph's College.

Responsible Parties for Data Collection and Tracking

Element of the Purchasing Policies	Responsible Party
Inclusive, Local, and Sustainable Purchasing Statement	CFO
Furniture	CFO, Director of Facilities
Maintenance Equipment and Supplies	Director of Facilities
Campus Fleet	CFO, Director of Facilities
Electronics Products	AVP and Chief Information Officer
Cleaning and Janitorial Products and Supplies	Director of Facilities
Landscape Management Products	Director of Facilities, Farm Manager
Paper Products	Director of Facilities, Mail and Print Services
Sustainability Vendor Code of Conduct	CFO
Dining Products and Supplies	Director of Dining
Monitoring, Tracking, and Evaluation	Sustainability Task Force

Appendices

Appendix A.

- 2022 Updates by the Center for Sustainable Communities
- Original Co-Creators of the Sustainable Purchasing Policies

Name	Department
Stuart Leckie	Dining
Peter Nielson	Entrepreneur in Residence
Tricia Erikson	Communications
Kimberly Post	Faculty
Jennifer Stone	Mail and Print Services
Don Tanguay	Facilities
Chris Rynne	Facilities
George Warren	Facilities
Will Sanborn	Athletics and Facilities Managements
Journee Levassuer	Student
Jenne Gulnick	Faculty
Allyssa Caron	Campus Safety
Chip Stiles	Information Technology
Kelley Brague	Campus Life
Michial Russell	Farm
Sustainability Task Force	Students, Faculty, Staff, Administrators

Appendix B. <u>Implementation and Monitoring Tracking</u> **Spreadsheet**

The purpose of this spreadsheet is to be used as a tool to track purchases that adhere to the standards set in the Sustainable Purchasing Policies above. Baseline data for FY2016 was included where available.

Appendix C. Cost Differential Spreadsheet

Appendix D. AASHE / STARS Technical Manual Resources

OP 7: Food and Beverage Purchasing

https://drive.google.com/file/d/1udrWkTzKazLgo3h66SzO8eZJddR7WrRt/view

OP 11: Sustainable Procurement

https://drive.google.com/file/d/1j-zlQIAhWS4konYzhCzJS3 ZmTb6lxap/view

OP 12: Electronics Purchasing

https://drive.google.com/file/d/1zdHGQDFQi9cbLn0ArQK 2hrvVoiOtWuK/view

OP 13: Cleaning and Janitorial Purchasing

https://drive.google.com/file/d/15CBYNO2H Qk2g5yT6s4E8XznNJzmAXEe/view

OP 14: Office Paper Purchasing

https://drive.google.com/file/d/16IRFHOmhYK 3M3QtpGfMtCUeDtgZxGp6/view