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1 Meet Our Family's Halloween Ghost

2 Travis Reviews "Healthy Buildings"

3 Take a Break!

4 'The Outsiders': A Model for Success

TAP INTO A SUCCESSFUL CEO'S MIND

HOW 'THE OUTSIDERS' PROVIDES AN UNCONVENTIONAL ROAD MAP

What if you could harness the knowledge and skill possessed by some of the world's top CEOs — specifically eight of them? With investment expert and author William N. Thorndike Jr.'s "The Outsiders: Eight Unconventional CEOs and Their Radically Rational Blueprint for Success," you can.

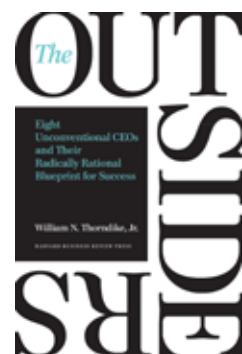
After years of analyzing investments and the companies behind meteoric climbs on Wall Street, Thorndike has compiled stories, lessons, and tactics used by eight CEOs whose methods and beliefs don't mirror those of other leaders — unconventional leaders like Virgin Group Founder Richard Branson or SpaceX and Tesla CEO Elon Musk, whose companies' growth speaks volumes for their methodology.

Thorndike examines the successes of various business leaders, like pet

food company Ralston Purina's CEO or Berkshire Hathaway's top leader, to discover what makes these companies so successful, even as they quietly grow. Through his storytelling and deep-dive into the mindsets of these CEOs, Thorndike offers readers various perspectives on a different way to amass success. Thorndike also illuminates how many of these top business minds were quietly outpacing their loud, celebrity-like counterparts.

For example, frugality is a major component of their success, while most others view a singular metric as the biggest determining factor in their company's long-term success. Together, many of these top CEOs often value

the human elements of their business, attributing the people they have working for them as one of the most important parts of their company growth.



As you read through the various lessons and experiences of these CEOs, you find models emerging. Some of the tactics may work for you, while others prove that unconventional methods were never out of the box to begin with. All

told, Thorndike's "The Outsiders" is a reminder that sometimes the quiet ones make the most progress.

You can learn more about Thorndike's book at [Goodreads.com](https://www.goodreads.com), or you can find it on [Amazon.com](https://www.amazon.com) or your favorite bookstore.



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October 2021

Meet Our Family's Halloween Ghost

Our Cat, Stewart, Is Turning 18!



skills to anyone who happened to watch him. Over the years, he has caught birds, squirrels, mice, rats, and even snakes. When he was a kitten, it wasn't unusual for him to meet me at the back door in the early morning, proudly meowing with the back end of a rat he'd saved for us as a trophy! More than once, he also brought semi-live mice into the house, and Kaye had to chase after them.

Stewart was such a good hunter in his younger years that he became the hunting instructor for the cats in the neighborhood. Years ago, a neighbor told me he'd seen Stewart sitting under a tree side-by-side with a little kitten. Stewart had a squirrel between his paws. Every few minutes, he'd let the squirrel loose and it would scurry up the tree. Then, he'd reach out with a paw and snag it again! The neighbor said that clearly Stewart was teaching the little kitten how to hunt. He made a pretty good Mr. Miyagi.

Some people might say that Halloween is black cat season, but I think pure white cats can be just as spooky. They're like cute little ghosts haunting the neighborhood! Of course, I may be biased because I happen to have a white cat named Stewart. He has been part of our family since 2004, and this year he's turning 18.

As funny as it sounds, my wife and I bought Stewart as an afterthought. When we came across a litter of kittens for sale, we asked for two little gray ones, but the girl selling them only had one gray kitten left — Stewart's brother, Huckle. She asked us if we'd like a white kitten as our second cat, and we reluctantly took Stewart home, too. Ironically, he has now far outlived his brother. Maybe we were meant to have him all along.

When Stewart was young, he was a real gadabout in the neighborhood. He liked to visit our next-door neighbor, Terry, and display his tremendous hunting

These days, Stewart isn't the fierce hunter he once was. He has transformed from a dynamic go-get-'em kitty into an old man cat. In cat years, Stewart is around 80, and just like some human 80-year-olds, he's a little cranky, sleeps a lot, and complains about his achy joints. He dines exclusively on wet food and spends most of his time napping and meowing for attention.

It's amazing to me that we've had Stewart for almost 18 years. He's a true family cat, and we've enjoyed every minute with him. The only thing I'd do to change our experience would be to grant Huckle the same old age Stewart has achieved. Those young brothers were endlessly entertaining to me and Kaye as kittens. The way they jumped out to scare each other and battled like kung fu fighters made us laugh until our stomachs ached. It would have been wonderful to watch them grow old together.



This Halloween, Kaye and I are going to keep Stewart inside where he'll be safe and cozy. We'd hate to see trick-or-treaters mistake him for an unfriendly ghost! If you encounter a black cat this month, remember that it isn't really a bad omen — just someone's treasured family pet.

AIR QUALITY EDUCATION

Travis Reviews 'Healthy Buildings'

By the time you reach 80, you will have spent 72 years of your life indoors. This means that the people who design, build, and maintain our buildings can have a major impact on your health.

That statement is one of the most profound statements noted on the inside cover for a book that I recently purchased, published by Harvard University Press, titled "Healthy Buildings: How Indoor Spaces Drive Performance and Productivity." The authors discuss a series of issues commonly encountered in commercial buildings that can profoundly affect indoor environmental health and customer satisfaction of the firms and people who occupy those buildings.

I recently found out one of the authors, Joseph Allen, is a keynote presenter at an indoor air quality program I'll be attending in January. The Healthy Buildings America program is put on by the International Society for Indoor Air Quality and Climate (ISIAQ). ISIAQ is a multinational organization of academic researchers who provide tremendous insight through scientific research into the issues affecting IAQ. Since Mr. Allen is a keynote presenter at the conference, I decided to purchase an Audible.com, then hard copy, of his book.

Much of the book reinforced what I already knew. But I also learned a lot listening to it. I think the key audience for this book is commercial property managers, but developers, financiers, insurance providers, IAQ peers, and corporate facility managers will also benefit from its insight.

The initial chapters of the book make a case for healthy buildings. They discuss the health implications and the financial ramifications from a tenant's perspective when poor indoor air quality is provided. Using information from BOMA and other property management associations, the authors define the average dollars per work hour for people who have offices in commercial buildings. They then expand on the dollars per work hour by explaining how an unhealthy building can affect the productivity and attendance of a tenant's staff. They summarize this by showing the dollar impact an unhealthy building can have on employees health, productivity, and the employer's bottom line. They also discuss how much easier it is to find financing or even recruit staff by offering a healthy building environment.

One of the strongest arguments involves the issue of ventilation and cognitive functions. Simply put, they lean on the research that shows how increasing outdoor air quantities

can increase individual worker activity levels, individual focus, task orientation, crisis response, information seeking, and information usage — all things that make an employee more productive. The research presented and the data provided in this section of the book encourage you to consider the advantages of bringing in more outdoor air versus less.

Compounding that, building managers who only consider bringing in outdoor air when carbon dioxide levels rise may be hindering a large piece of a worker's productivity. Yes, it does save energy but at what cost? When you consider the dollar value of an employee's hour, using carbon dioxide to drive outdoor air levels may not be a valid method for making healthy building decisions.

Once the groundwork regarding the actual employee costs has been determined, the book goes into the nine foundations of a healthy building. I admit that I have not considered some of the nine cover issues as part of a healthy building strategy, but the authors make a good case for them. Those nine foundations include air quality, thermal health, moisture, dust and pests, water quality, noise, lighting, ventilation, and safety and security. The authors then detail each of these items to define what's currently being provided, its potential impact on worker productivity, and how improvements can be made in each area.

The book also discusses efforts to certify a healthy building, including the LEED program, The Well Building program, Fitwel, and RESET.

The costs of certifying a healthy building are also discussed, and I was surprised to see how they vary. A property manager who's been involved in a LEED certification understands that they pay a high price for the certificate they receive. The other programs, including The Well Building program, Fitwel, and the RESET program, come with varying costs, but each is consistently lower than LEED certification.

This book also considers issues beyond the four walls of the building. This includes commercial buildings' impact on energy and climate. These are not seen (from my perspective) as being directly involved with a healthy building. Still, the

authors discuss them to include financial incentives and energy costs into the healthy building discussion.

In all honesty, I have enjoyed reading and listening to this book several times over the previous months. I continue to comprehend more details on commercial building financing, operations, and maintenance each time I read it.

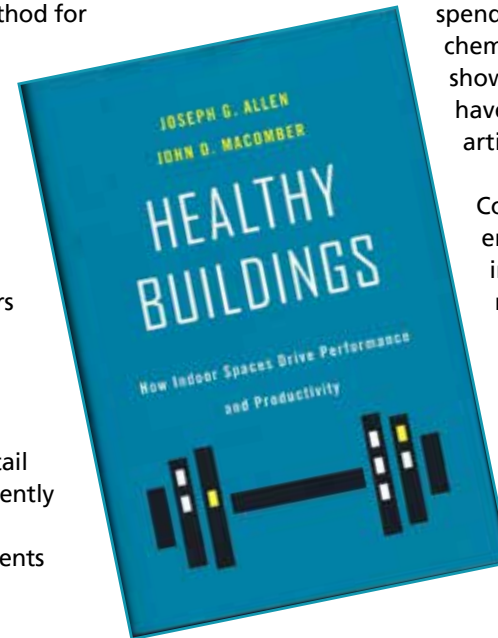
In my opinion, the book goes a bit too far when discussing the various chemicals brought into buildings on fixtures and furnishings. We are all aware of issues such as formaldehyde and total volatile organic compounds. This book, however, spends time looking at some of the lesser-known chemicals being used as replacements for those already shown to cause problems. This discussion could probably have been better handled through a separate book or article as it goes a bit off-topic in my mind.

Coming at this from the perspective of an indoor environmental consultant, I found 80% of the information in the book helpful. It will help me do my job and clarify the reports that my company issues. Much of that information will also help commercial building owners and facility managers. The remaining 20% of the book is probably more relative to developers or companies that finance commercial buildings.

This book was written before COVID-19 affected commercial buildings. It lacks that perspective, but that's understandable. It does provide, however, some information on potential pandemic-related concerns that can occur in a commercial office environment.

I have enjoyed listening to and reading this book and now keep it handy for those downtimes when I need a little motivation (yes, I'm weird like that). I enjoyed the Audible version so much that I purchased a hard copy. This has allowed me to highlight the areas I feel are most relevant to my work. The addition of a hard copy of the book was worth the purchase price.

I genuinely hope that the projectsBuilding Air Quality, Inc. engages in the future support these kinds of healthy building efforts!



Travis West

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Solution on Page 4

HAVE A LAUGH WITH TRAVIS

