



29 Pinewood Forest Ct, Ste. 200
The Woodlands, Texas 77381

www.BAQ1.com

TOLL FREE 866-367-1177

PRST STD
US POSTAGE
PAID
BOISE, ID
PERMIT 411

Return Service Requested

1 The Magic Number for Building Humidity

2 The Mold That Wouldn't Go Away

3 Meet One of the Youngest Self-Made Billionaires

Take a Break

Have a Laugh!

4 Don't Rely on Profit to Measure Success

BUSINESS IS A NEVER-ENDING GAME

HOW DO YOU PLAY THIS INFINITE GAME?

"The Infinite Game" by Simon Sinek is among the greatest motivational books you can get your hands on. He gives readers an inside scoop on the importance of adopting an "infinite mindset" while "playing the game" of business. Let's look at some of the chapters that can help you and your business.

Chapter 1: Business Isn't a Finite Game

The first chapter discusses why running a business isn't a finite game. It focuses on how profit and income aren't the only ways to measure success. Profit means nothing if you're unable to survive current and future difficulties. This is why business is an infinite game — you don't want to create something to "win" (finite); you want to build a foundation that will remain for future generations (infinite).

Chapter 2: Essential Practices

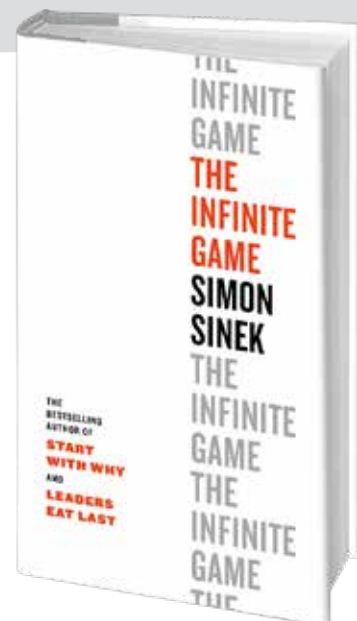
Sinek explains the strategies you need to play the infinite game. *These skills include developing a "just cause," creating trusting teams, studying your rivals, preparing for flexibility, and showing courage to lead.* He follows up with examples of companies that embody all five of these principles: Victorinox, the creator of the Swiss Army knife, Bill Gates and Microsoft, and the GPS company Garmin.

Chapter 5: Building a Culture of Trust

A healthy work culture is based on trust. If your workers sense a lack of trust, that affects efficiency, since no one will feel comfortable

voicing their concerns or mistakes. Ford Motor Company is a perfect example. Before 2006, the now-former CEO would reprimand and penalize workers who brought him bad information. This caused an unhealthy work environment and led to lower productivity. Sinek offers tips on how to create a culture where your employees are comfortable and confident.

"The Infinite Game" teaches you that business is an endless game where you have to overcome many challenges. Successful businesses play the infinite game, constantly improving the business to become better. Sinek provides tips, solutions, and examples of how your business can thrive while playing the game. To get your hands on "The Infinite Game," visit your local bookstore or online retailer.



281-448-1100 or TOLL FREE 866-367-1177

www.BAQ1.com

July 2022

THE BIG, FURRY PROBLEM WITH HUMIDITY

And How to Avoid It in Your Buildings

I'm sitting in my backyard right now to write this newsletter. It has rained for the past two days, so Houston is currently 77 degrees F with 68% humidity. I feel very comfortable out here watching the wind in the trees and listening to the birds chirp and chitter. But I know if the humidity edged higher, I'd head right back inside.

I never let my home reach 68% humidity and neither should you. In houses and commercial buildings, the ideal humidity level is below 60%, and frankly, I recommend 55% or lower to my clients. If you let the water content in the air get higher than that, you'll be courting two big problems: reduced thermal comfort and mold.

First, let's talk about thermal comfort. This is a technical term we use in the industry to describe that sweet spot where office workers aren't too hot or too cold. It's a combination of air temperature and humidity. You see, your skin is like the radiator on a car. It regulates your temperature and helps your body cool itself. You sweat, the sweat evaporates, and you feel more comfortable.

"Be sure to check your building's humidity level on a regular basis this time of year, particularly if you've gotten complaints about thermal comfort. The person who complained may simply be sitting under a vent — or you may have a humidity issue and mold on the horizon."

This process works well in low humidity, like you find in desert areas like El Paso (which was 98 degrees F with 4% humidity last time I visited), Phoenix, and the plains of Colorado. But the more moisture there is in the air, the less effectively your body can cool itself. There's nowhere for your sweat to evaporate to! That's why tenants report feeling unbearably warm if indoor humidity reaches 65%–75% ... even when the temperature is only 68 degrees F.

That said, thermal comfort isn't the only reason to keep humidity at 60% or lower in commercial buildings. There's an even bigger worry: mold. High humidity encourages mold growth, and I've found it on window



shades, curtains, and fabric in buildings with excess humidity. Once, I investigated a mold issue in the waiting room of a judge's office and discovered that although the custodians cleaned the cushions of the couch, the outside edges and back were furred with mold! They had no idea humidity was the cause of the problem.

Managing humidity is crucial for maintaining healthy buildings and healthy tenants. Fortunately, most building engineers and managers I work with keep a close eye on the humidity in their buildings. You do a fantastic job of keeping your tenants comfortable and your spaces mold-free. But it never hurts to double-check these things, especially in the summer!

Be sure to check your building's humidity level on a regular basis this time of year, particularly if you've gotten complaints about thermal comfort. The person who complained may simply be sitting under a vent — or you may have a humidity issue and mold on the horizon.

To read a horror story about a mold problem I encountered recently in an 18-story building, turn to Page 2. You won't believe how much havoc the humidity wreaked!

Wishing you a mold-free summer,

THE WACKY WORLD OF IAQ

TRAVIS TACKLES A TERRIBLE MOLD PROBLEM ... TWICE!

During September of last year, I showed up at an 18-story office building in Corpus Christi to find one of the worst mold problems I've ever seen. I investigated five office suites on five different floors, and the mold was everywhere.

- Eating through cubicle wall partitions.
- Expanding across the backs and sides of desk chairs.
- Growing on the handles of lateral filing cabinets.
- Covering the jackets, dresses, and ties hanging from office coat trees.
- And much more!



How did things get this bad? Well, as I learned, the building had been recently repossessed by the bank. They didn't give the property management company much budget to work with, so when one of the building's chillers went down, they couldn't afford to replace it. That meant the building's A/C was operating at half capacity. Humidity levels quickly rose to 65%–70% — 10% above the 60% standard.

The humidity truly wreaked havoc, inviting mold to grow at an incredible pace. Fortunately, very few tenants occupied the building at the time! At

my recommendation, the managers launched a large mold remediation project in all five suites, wiping away mold from the semi- and non-porous items, vacuuming the soft surfaces and carpets, and running air scrubbers for two full weeks. I also recommended they fix the chiller capacity issue as soon as possible.

I thought the problem was solved. But about eight weeks ago, I got a call from the same building managers: Tenants were complaining about mold



again! I came out to investigate and discovered the bank hadn't followed my recommendation to fix their second chiller or replace it. Instead, they'd rented a truck-mounted chiller ... which was too small to solve their humidity problem.

The humidity was still in the 65% range, and the mold was back! Three of the five suites needed full remediation again. The other two also contained mold, although not as much, and required detailed cleaning. At one point, I opened a cupboard above an employee's desk and found a collection of six or seven baseball caps absolutely covered in mold. The humidity was so high that the moisture had nowhere to go, and the caps were full of skin flakes ... so the mold settled in and started to eat. Yikes!



This was a frustrating sight, especially because I had just identified the issue, created a scope of work, and had the problem taken care of a few months before. I felt bad for the managers of the building — clearly the bank didn't understand how important it was to pay for proper chiller capacity.

Fortunately, this second round of expensive bad news did the trick. The bank has now found a stand-by chiller with 320 tons of chilling capacity — more than enough to keep the entire building below 60% humidity. With the stand-by chiller in place, they now plan to rebuild the existing chillers, remediate and clean the five suites, and get the whole building back in shape.

Hopefully, the mold problem will soon be solved for good, and I won't need to visit the office in Corpus Christi for a long, long time!

ADVOCATING FOR WOMEN AROUND THE WORLD

MEET WHITNEY WOLFE HERD

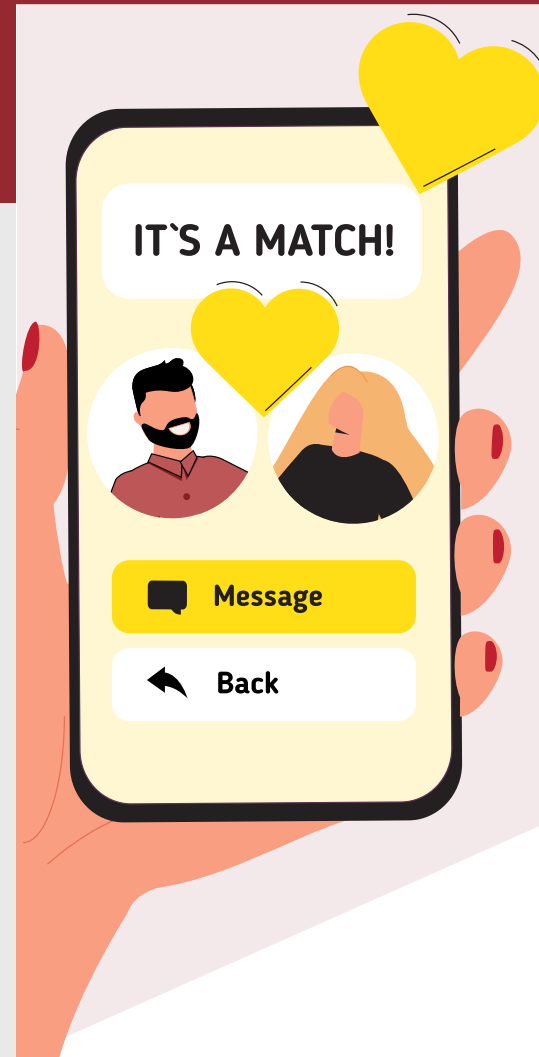
Editor's Note: The following article mentions sexual assault.

Dating apps are very popular with the younger generation, and one app has taken the world by storm. Bumble Inc. was created in 2014 by Whitney Wolfe Herd and is an online dating platform where women get to message their matches first. Just two hours after Bumble launched, its stock price soared, making her a billionaire. She is now one of the top female CEOs in tech and the founder of one of the largest dating apps in the world.

Wolfe Herd's experience with toxic and abusive relationships and misogyny within the tech industry inspired her to create Bumble. She was the co-founder of Tinder in 2011, another dating app, but she soon left the company after an executive (who was also her boyfriend) sexually harassed her. Wolfe Herd then sued Tinder over these allegations, but Tinder denied any wrongdoing. Eventually, both parties settled.

This experience pushed Wolfe Herd to challenge dating norms, and she wanted to inspire women to take their power back. Although Bumble is known for allowing women to message their matches first, this only scratches the surface of Wolfe Herd's branding and marketing strategy. The app has grown beyond just dating — now, you can network professionally and find new platonic friendships. Wolfe Herd is focusing more on creating a brand that fosters a safe place for women to network — she wants it to be a women's social platform.

Today, Wolfe Herd is pushing Bumble into cultures and countries where women don't traditionally have a voice. Although this may seem risky, she says, "We need to go where we're needed the most." She is also using her platform to advocate for legislation outlawing domestic and international digital sexual harassment. Wolfe Herd wants women to take control, and she will stop at nothing until she reaches her goals.



TAKE A BREAK

	3		7		1	2
2		4			8	
		2		9	7	
		2	8	3		9
	4			6		
7	3	6	9			
	4	9		2		
	7			6		4
8	1		4		9	

6	3	8	5	7	0	4	1	2
2	9	7	4	6	1	5	8	3
4	5	1	2	8	3	9	7	6
1	6	5	7	3	8	3	4	9
9	8	4	1	3	2	6	2	7
7	2	3	6	9	4	1	5	8
3	4	9	8	5	2	7	6	1
5	7	2	9	1	6	8	3	4
8	1	6	3	4	7	2	9	5

HAVE A LAUGH!

