

INSIDE THIS ISSUE

- 1** What's Exciting about Indoor Air Quality?
- 2** The Story of See's Candies
- Triska Lewis on Experts You Can Count On
- 3** The 411 on CO2
- 4** Author Rewrites the Reading Business

AUTHOR AND ENTRE(PEN)EUR

JAMES PATTERSON REWRITES THE READING BUSINESS

James Patterson is one of America's most prolific authors. His first book, "The Thomas Berryman Number," was picked up by Little, Brown and Company in 1976, though it was rejected by 31 other publishers. Forty years later, Patterson has written some 150 novels, with more in the works. His stories span genres and age groups, from tales for and about middle schoolers to the Alex Cross mysteries for mature readers.

Patterson has a team of co-writers who work on his stories with him, but he's personally outlined every book — in pencil, mind you, not pen or on a keyboard — that's ever had his name across the cover. And after a four-decade career in books and literature, you'd think Patterson would be done. But you would be wrong. At age 69, Patterson wants to adapt the act of reading to the contemporary reader and evolve the publishing business like never before.

The "reading revolution," as Patterson said in an interview with CBS Sunday Morning correspondent Anthony Mason in June 2016, is BookShots. Believing several-hundred-page books are too much of a commitment for modern readers, Patterson devised BookShots to be "all thriller, no filler." Each book, available in paperback or on your mobile device, clocks in at 150 pages or less.

Currently, readers can choose from 20 individual Patterson stories in the thriller, romance, and nonfiction genres. And the cost is less than \$5 per book. If you're already a fan of the Patterson brand of storytelling, BookShots feature characters you've met before, like Alex Cross, Michael Bennett, and the Women's Murder Club.

"We have all this stuff crushing down on us," Patterson said in the CBS interview. "And unfortunately, for a lot of people, one of those things started to become books that were just

too long for them to deal with. [BookShots] are very, very fast paced. They're like reading a movie."

BookShots promises inexpensive and thrilling tales — a streamlined reading experience for anyone who's ever been too distracted to get through stories by long-winded authors. With a beginning, middle, and end, BookShots are episodic. Right now, Patterson and Hachette Book Group, Inc., among other collaborators, have no plans to expand any of the BookShot titles into full-length novels, though Patterson and company haven't ruled out big-screen development.

It's still too early to tell if BookShots will change the way people read or if other authors will join Patterson's revolution. But at \$5 per book, it might be something you try for yourself. The BookShots app is free on the iOS and Android market, and you can see the full catalog of titles at www.bookshots.com.

WHAT'S EXCITING ABOUT INDOOR AIR QUALITY? MY TRIP TO THE ASHRAE WINTER CONFERENCE IN LAS VEGAS

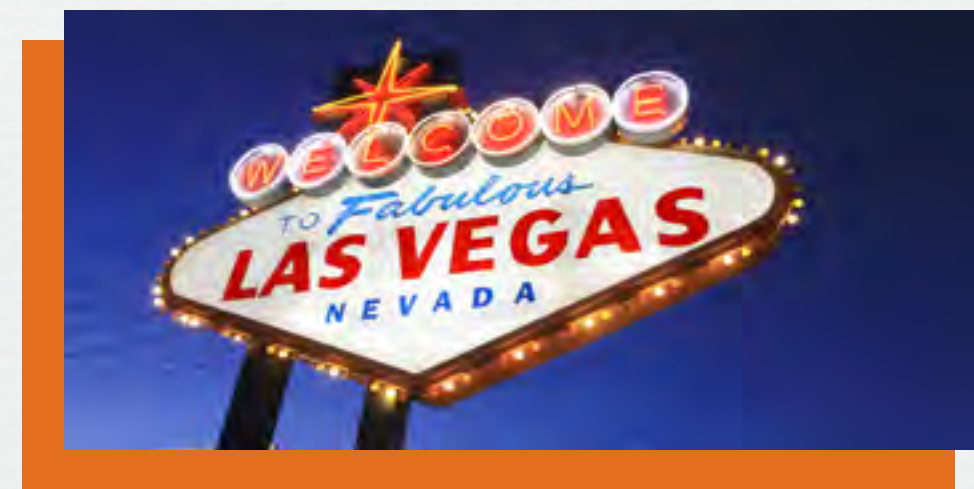
I'm just now getting back from the Indoor Air Quality Association's annual conference, one of my favorite events each year. I'm not sure how I got sucked into being a planning committee member for the event six years ago, but I'm glad it happened. Since then, the process has become more and more refined every year with more people wanting to speak, and my role has evolved from being the person who finds speakers, to being one of the people who picks them.

The conference is a welcome opportunity for us IAQ professionals to get together and learn what the most experienced people in the market have been working on over the past year. I get to listen to presentations from people who are much smarter than me, as they talk about what's going on in the industry. It's definitely an event I get excited about every year, and this year's conference was more thrilling than ever.

What's so exciting about an indoor air quality conference?

Sometimes it's hearing about a piece of equipment that does the same task we've been doing for years, just in less time or for less money. Other times, it's the unveiling of someone's work in the lab, where they've developed a new way of analyzing samples. Their discovery may allow us to identify some of those things we've always thought were out there in the air, but haven't been able to identify in the past.

At these conferences, there's also the opportunity to learn about topics that used to be fringe issues, but that are now coming into the mainstream. For instance, at past conferences, I've learned about the different



issues my peers in Colorado, Arizona, and California have been facing, developing specialized air conditioning systems for recreational and medicinal marijuana farms, which are now called "grow-op" facilities. One such process involves injecting carbon dioxide into the air, which encourages the marijuana plants to grow bigger and better. The downside to doing that, however, involves the negative impact carbon dioxide can have on the electrical and metal components used in grow-op facilities.

Of course, in Texas, we don't have legal marijuana operations, but even though I don't deal with grow-op systems, I'm always anxious to see what kinds of issues people are working on in other areas. My colleagues in Los Angeles have to deal with much more air pollution than the ones working out of Hawaii, for example. There's also been a pretty big market lately for large-scale commercial air filtration systems to be used in China, where the particle counts in the air are so bad they put a burden on your ability to breathe. Over there, a building's air filter systems are often being considered as a

determining factor for someone deciding on their next employer.

Working in the indoor air quality business, I only get to compare notes with my peers every so often. It's always fun to get a chance to connect with people who have similar goals and challenges. This year's conference was even better than the last, and I'm already looking forward to the next one!

This year's conference was in Las Vegas, and it was also a great opportunity to get away and have some fun. Only my closest friends know that I worked as a part-time casino dealer for a small party company in Houston. Sure, we only used "play money," but we dealt all of the games using true Vegas rules. The insight I gained as a dealer ensures that I always win at the casinos! (Boy, don't I wish that were true!)

Travis West

'Quality Without Compromise'

THE STORY OF SEE'S CANDIES



From the identifiable bow-and-lab-coat uniforms to the checkered floors and too-low ceilings, walking into a See's Candies store is a little like stepping back in time. One moment, you're strolling through a shopping mall, the next, you're standing in the middle of Mary See's kitchen. The aromas of chocolate, peanuts, and toffee can entice even the least candy-inclined to grab a free sample.

See's Candies is a staple of American culture, but like all great business ventures, it didn't start out that way. Not a candy entrepreneur herself, Mary See (born Mary Wiseman, in Ontario, Canada, in 1854) and her husband, Alexander See, ran a hotel by day, while she refined her candy recipes at night. After the death of her husband in 1919, the eldest See, Charles, suggested the widowed Mary move to California.

Mary agreed and moved to Pasadena, California, where she continued to craft candies made from fine and fresh ingredients. That's when Charles had an idea. Already a salesman for a chocolate manufacturer, Charles dreamed of opening his own candy shop. So in 1921, he opened the first See's Candies in Los Angeles. He gave out fresh samples and welcomed customers into the now-iconic black and white shop modeled after Mary See's own kitchen.

With Mary's recipes and Charles' tenacity, See's Candies survived and thrived through the Great Depression and two world wars. The business was passed down through the See family until 1972, when the Berkshire Hathaway group (owned by Warren Buffett and Charlie Munger) bought See's Candies for \$25 million.

By 1972, See's already had 100 stores, but that number has doubled in the last four decades. See's now has 200-plus storefronts, over half of which are in California. In states that don't house a permanent store, See's Candies carts and kiosks pop up in malls around Christmas, Valentine's Day, and Easter. See's Candies also thrives online, where 65 percent of their orders are placed.

The company has grown slowly but steadily over the years. In the '70s, See's brought in \$4.2 million in profits. Today, profits exceed \$80 million. And there's still room to grow, since See's doesn't have as significant a presence on the East Coast. All these years later, Buffett considers See's one of his smartest acquisitions, as it's the kind of business that "takes no capital, and yet grows." For such a simple model, See's Candies is anything but vanilla.

Triska Lewis:

Regional Operations Manager for Houston Portfolio



After almost two decades in property management, I've learned that one of the most important things to establish is your own team of experts. Who can you call in an emergency? Who can guarantee a job done right? When you have tenants spending the majority of their time in your properties, you need to know who you're going to call when a problem arises — before the problem arises.

Our company specializes in providing real estate for health care facilities, which means a problem can go from being a mild inconvenience to a literal life-or-death situation if not correctly handled. When I stepped into my position as Regional Operations Manager for the Houston portfolio, I had to determine whether the existing team of experts was the best, or if there were changes to be made. One person I knew I could trust was Travis West, our indoor air quality expert.

Our company had been working with Travis for a few years before I joined, and I quickly saw why. Travis is excellent. He's knowledgeable, honest, and very timely. When I need to call him, I know he'll be out within 24 hours.

I'm not an expert on indoor air quality, but I'm well aware of its potential health impacts, which is why I'm grateful to have Travis guiding me through the process. We dedicate a lot of time and resources to ensuring our facilities follow guidelines and promote the best possible outcomes for health and wellness, but we can't prevent everything. Sometimes it's all about the action. When indoor air quality problems arise, our only choice is to address the problem quickly, and Travis' expertise allows us to do just that.

Travis' company runs their tests and provides follow-up reports that are an essential part of our ability to adopt proper measures, establish protocols, rectify any problems, and secure the wellbeing of our properties. I don't call anyone else but Travis when it comes to indoor air quality. He's definitely an expert in his field.

The 411 on CO₂

WHY YOU NEED TO MEASURE THE CARBON DIOXIDE IN YOUR BUILDING

Each time you exhale, you're releasing between 35,000 and 50,000 parts per million (ppm) of the asphyxiate gas carbon dioxide (CO₂). While carbon dioxide is a trace gas, occurring naturally in our atmosphere, concentrations of 7 percent to 10 percent (70,000–100,000 ppm) can cause headaches, dizziness, vision or hearing impairment, and even suffocation. However, it's rare for the indoor concentration of CO₂ to reach harmful levels. In fact, carbon dioxide is often used to help indoor air quality experts calculate the IAQ of a building at any given time.

Indoor Air Quality (IAQ) is influenced by a complex mix of gasses and particles. Measuring CO₂ levels can be a quick way to help experts determine if a building has adequate ventilation, and if enough outside air (OSA) is being delivered to the conditioned space.

Current guidelines from the American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE) recommend indoor CO₂ levels not exceed the outdoor concentration by more than about 700 ppm. Carbon dioxide levels outside a building can range from 380 to 450 ppm, though this can vary according to traffic, nearby industry emissions, and weather conditions. For a building in an area with an average outdoor concentration of 400 ppm CO₂, the ASHRAE maximum recommended indoor level of CO₂ would be 1,100 ppm.

Measuring the levels of CO₂ is the easy part — it's when the numbers are interpreted that mistakes can be made. A low CO₂ reading doesn't automatically indicate quality ventilation. If a measurement is taken



early in the morning, before occupants have spent hours inside, CO₂ has not had a chance to accumulate. Likewise, if an "expert" calculates a high CO₂ measurement, but fails to factor in the already high CO₂ levels occurring naturally outside, they could needlessly recommend that unnecessary changes be made to the ventilation system or occupant density in the space.

This is why you should only enlist the help of a professional who doesn't just know how to measure IAQ, but also has experience interpreting the data. We want you to breathe easy knowing that you are moving forward with the right information.



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