Book Review Editor: Theodore J. Weidner, Ph.D., P.E., CEFP, AIA

Early in my book review career I received a recommendation for a book to read, which is the first book I will review here. I was happy for the recommendation, because the subject of outsourcing is a long-standing issue for facility officers. They lead a large organization that is usually not the primary focus of their employer, and thus are ripe for outsourcing.

The second book harkens back to ideas developed earlier in my professional career, but not articulated well until now.

They are very different books, but still helpful resources to spur your career success.

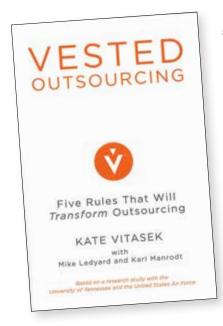## VESTED OUTSOURCING: FIVE RULES THAT WILL TRANSFORM OUTSOURCING

Kate Vitasek, with Mike Ledyard and Karl B. Manrodt, Palgrave Macmillan, 2010, 181 pp., hardcover, used, (prices vary)

There are several business books that recommend individuals on opposite sides of a potential deal to think win/win. *7 Habits of Highly Effective People* and *Getting to Yes: Negotiating Agreement Without Giving In* come to mind. Add *Vested Outsourcing* to this list. However, that's not the only thing going for *Vested Outsourcing*.

There are more ways today to acquire contract services than existed a decade or more ago. Rather than just having to select the lowest qualified provider or, in limited cases, negotiate with a sole-source provider, we now have additional tools, including public-private partnerships (PPPs), and best-value, to name a few. But with variety come additional challenges, including understanding the complexities of the method being used, and applying it effectively. *Vested Outsourcing* describes one of the alternate methods available and provides the steps needed to be successful at it.

As with any description of a new system, this one comes with the requisite list of reasons against traditional methods. It isn't necessary to spend a great deal of time analyzing why low-bid purchasing often fails in the facilities area—selecting any low bid comes with risks on both sides of the deal. The "successful" low bidder may have forgotten something. A small omission in the bid price may be easily absorbed, but a large one has the potential to bankrupt the company. A bidder with the threat of bankruptcy will do a lot to avoid it, including making significant reductions to "promised" quality or services. The "happy" owner accepting the low bid may reallocate resources saved to other projects and later be surprised by additional unit-price charges, or they may terminate the contract and end up looking for another provider. In both cases, ill will and the search for the lowest cost, rather than the best value, means that both parties lose, even as they both initially pursued a win/lose result. Why can't users and service providers partner together to solve individual goals through mutual success, (i.e., win/win)?

Vested Outsourcing spells out the approach and criteria necessary to create a win/win situation for service agreements. Each of the five steps to create a win/win agreement is laid out in detail, with various roadmaps detailing how to be successful at each step along the way. All the steps work together by recognizing the use of goals, rather than cost or other less-lofty reasons, allowing different parties to come together and develop mutually beneficial agreements.

The ideals presented in *Vested Outsourcing* are great. The trouble is that it's often too easy to

slip back into shallow thinking, where each party starts thinking win/lose, and eventually slip into a lose/lose situation. As a case in point, the authors are currently assisting the State of Tennessee in implementing a statewide contract for facility services. Based on limited discussions I had with the University of Tennessee, there is too much win/lose thinking in the meetings. Perhaps by the time this column is published, we'll know how the negotiations ended, but I have concerns. It's too easy to retreat from thinking in terms of win/win. If you

haven't read *7 Habits* first and lived by it for a while, wait before trying to implement the steps discussed in *Vested Outsourcing.*

I recommend getting *Vested Outsourcing,* however, because it's possible you'll be in a situation like the Tennessee universities mentioned above. It can help you know how to outline your goals, create the right business opportunities, understand how to align your interests with the provider, establish a good contract, and then manage performance so you don't fall back into old habits.

ENERGY MODELING IN ARCHITECTURAL DESIGN

Timothy L. Hemsath and Kaveh Alagheh Bandhosseini, Routledge, 2017, 214 pp., softcover, $59.95.

Is it possible to predict how a building will consume energy before the design is complete? How can we adjust the building design so it consumes less energy and addresses other important elements and user needs better? These are important questions that designers and owners are asking more frequently.

My early learning about climate and building energy consumption (and energy gain) came in basic architectural design courses and then in a more advanced course in passive solar design. It was cutting-edge stuff in the 1970s and served me well in my career. I was surprised at the number of designers who couldn't answer basic energy consumption questions that my professors asked of third- and fourth-year architecture students. I was also frustrated when I pointed out energy consumption concerns; they didn't think it was a big issue—at least until Leadership in Energy and Environmental Design (LEED) and carbon footprint issues became a subject discussed by the mass media.

While designers have gained an understanding of LEED and proudly display their certifications, they still struggle to really understand what the macroclimate is doing to their buildings, beyond what information is generally available from the commercial energy-modeling software used by their mechanical engineer. Unfortunately, those tools often require a lot of design information, and once the project has progressed that far, it's difficult for the designer to throw out the design and start over.

Energy Modeling in Architectural Design attempts to push fundamental building design decisions—those that affect the building's energy footprint—forward into the schematic design phase where the big decisions are made (but usually made with

little detailed information). Rather than applying "band-aids," learning from trial and error, or using energy consumption projections, the book outlines tools and methods to approach design so that it is cost-effective and provides high-value results.

The book is logically organized, beginning with the basics. It doesn't shy away from using complex energy data or equations to demonstrate concepts and methodology. It recognizes that internal building conditions can vary widely depending on the location of many energy management components, their interaction with each other, and their effect on occupants.

While facility officers may not be interested in the details presented, they should be aware of this book as a resource for consultants. It will assist in delivering buildings that help lower the total cost of ownership by reducing energy consumption and increasing occupant comfort.

As is always the case, understanding initial decisions that have long-term implications will result in better facilities in the future. ⑨

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