Healthy Building and Landscapes with Rebecca Bryant | Transcript

Charlie (<u>00:02</u>):

Welcome to Green Building Matters. The podcast that matters for green building professionals. Learn insight in green buildings. As we interviewed today's experts in LEED and WELL. We'll learn from their career paths, war stories and all things green because green building matters and now our host and yes, he has every LEED and WELL credential. Here's Charlie Cichetti. Be sure to check out the green building matters community where you can have unlimited exam prep for any of the professional credential exams. You're tackling next as well as putting your continued education on autopilot, saving time with GPS reporting your hours on your behalf. Check it out. Gbes.Com/Join. Now enjoy this episode of the green building matters podcast. Welcome to the next episode of the green building matters podcast. I'm your host, Charlie Cichetti. And today I've got Rebecca Dunn Bryant coming to us. She's a green building professional down in Fairhope, Alabama, Rebecca, how are you doing today?

Rebecca (<u>01:14</u>):

I'm doing great. Thanks for having me on

Charlie (<u>01:16</u>):

Can't wait to talk more about you and business and some of the work you've done. I've always got to ask, Hey, take us back. Where did you grow up? Where'd you go to school?

Rebecca (<u>01:25</u>):

Okay. I actually grew up in Birmingham, Alabama. Down in the deep South and a pretty small town, not a medium sized town. I grew up spending a lot of time outside, not around a lot of people who call themselves environmentalists, but a lot of people with the love of the outdoors. When I come back to Birmingham now, it's interesting when you fly over the neighborhoods where I grew up, you can't see it because it looks like a forest, so there may have been suburbs, but they're old enough that it was great enough that you had as a child. You had a real experience of nature outside. I grew up with those influences, but when it was time to go to school and I knew I wanted to pursue a path in environmental career, even though I didn't know what it was, I felt it was time to leave Alabama and sort

of seek out like minded people. So I went to the University of Colorado in search of environmentalists in the nineties, and this was before LEED had been introduced and sort of when the green building movement was still defining itself. I ended up having to create my own major in social ecology and studied permaculture, appropriate technology, built Adobe buildings, really embraced a whole systems approach to the built environment. I could go on for a long time. I took a circuitous path to architecture in the executive summary.

Charlie (<u>03:03</u>):

What Influenced you though? Obviously, University of Colorado, getting out there, I guess in Boulder, definitely the base of the Rockies. Was there anyone else that had an influence to kind of push you towards sustainability or are you just really passionate about the environment at a young age?

Rebecca (<u>03:20</u>):

I would say at a young age, that was sort of always my path. It just took me a while to figure out that path led through architecture. My family and influences, like I said, while they wouldn't have called themselves environmentalists. My dad's an engineer, my grandmothers an artists, there was a strong waste, not want not conservation ethic that may have been more conservative in that true sense of the term conservative, but it was a conservation ethic that definitely influenced my values. And even, in eighth grade English where you had to read well outside that had a profound influence on me. And so I went out West in search of other like minded people. And I want to say, because I've taken the circuitous path that went from the University of Colorado. I worked in San Francisco for a while in urban gardens, and finally went back to school in architecture at Tulane University and then followed love.

Rebecca (<u>04:20</u>):

My husband brought me to Houston, Texas, which is where I started to practice architecture. So because I chose and we moved from Houston, Texas to a smaller town in Alabama where our firm operates today. So I didn't start my sustainability career in a hotbed of sustainability. I moved away from those places to start my career. So my mentors were more people who open doors and who are willing to listen, even though they hadn't necessarily drunk the Kool Aid. My first job was basically architects at

this firm in Houston, Texas that had excellent design work, maybe a little bit macho. The three principals were in their sixties. They all had these big mustaches. I remember in my job interview, I found out that, uh Bailey was a Hunter and my husband is also a wildlife scientist and a Hunter.

Rebecca (<u>05:13</u>):

And we've sort of come to an environmental ethic from very different perspectives. I approached the principal and said here's what I'm interested in terms of sustainability. This is the path I'm trying to pursue. I guess I approached him with the acknowledgement that as a Hunter, I know you spend lots of time outdoors and you also value nature and he was sort of shocked that I approached him in that way. I think really embracing it and giving me, as even as a young intern, opportunities to teach the firm about LEED, to get training sessions and to really change and influence the direction of their practice because we built that bridge.

Charlie (<u>06:04</u>):

I mean, that's kind of, one of my questions are those mentors there. So it sounds like that meant a lot. And they were kind of surprised, right? At first you might think there's some conflict, but it's like, there's that appreciation. Were there some other influences? Because then you went and got your master's in architecture at Tulane, it sounds like that influence was all coming together.

Rebecca (<u>06:25</u>):

Well, exactly. I think I went from living places where I started off seeking out places where people were like minded to sort of immerse myself in green building education. The move to Tulane was actually more about geography and wanting to be near family because everything I had learned thus far was in the mountain regions or the Western edge of the United States. I wanted to study green building and sustainability in a hot humid climate. So that was a sort of family focused move. I guess when I went to Tulane, now they have an excellent curriculum in sustainability. When I first attended that was not really the case. It was not the norm. It hadn't saturated the curriculum yet. So there was sort of one faculty member who would continue to teach, passive systems from the seventies on John Cleveland, awesome professor and a great influence.

Rebecca (<u>07:30</u>):

It's funny, my mentors are all sort of sideways because when I entered the profession, I just didn't see, I could relate to a lot of the idea of architectural hero, Howard Roark. I didn't see myself in that. The places I chose to practice, I didn't really have the opportunity to practice under a sustainable design leader and learn that way. I feel like I was mentored by my connections through the green building movement, more than anything else. Professionally just had the great fortune of being able to work with people who we could have an open conversation and sort of broaden the audience for green building. Practicing in the deep South, I think it's very important that we don't approach this like green building is something for people who like rebuilding or who wear the same kind of shoes or like to go on hikes. It's something for everyone, especially if we're trying to build a more equitable movement. I think just broadening that approach and getting out of our echo chambers helps

Charlie (<u>08:46</u>):

In those studios and architecture firms you work with, you mentioned Adobe construction, permaculture and so, , fast forward to the year 2000, that's when the first LEED project started getting certified. Right. Rebecca. So it's some of that early environmental design that influenced some things. I'm sure you still do today. So tell us what was sustainability and green buildings like in the nineties, and then, Hey, LEED comes around and you go all in on that? Explain that transition.

Rebecca (<u>09:16</u>):

Well, actually, the Adobe construction and the permaculture, for what I was seeking out before LEED was invented. Leed hadn't sort of emerged to put a label on green building. I spent my summers building Adobe buildings and the Southwest, and doing some erosion control work on reservation and working in a permaculture farm because that was what was out there in terms of integrating natural systems and the built environment. With that under my belt, I had to use those experiences to supplement architectural education. Architectural education didn't really include that. So I had to pull it in from the outside, but when I started practice in 2000 is when LEED hit the scene. What was kind of interesting to me, I did go all in with LEED.

Rebecca (10:12):

I was a LEED AP before I was a registered architect. That first job, the principal that I mentioned, the hunter, got excited about the whole thing from learning about this and how can we use LEEDs to create new standards of design for the whole firm. I worked on one of the first LEED projects in Houston, the Emerson Unitarian building educational building. This church, their motto was we promote respect for the interdependent web of existence of which we are all a little bit better clients. We actually broke in those early years of LEED, I was able to work with the city of Houston, we started a USGBC chapter, the greater Houston area chapter. We worked with the city building services department. I gave them educational training and LEED, and we were able to pass a resolution that all the new city buildings would be LEED silver.

Rebecca (11:14):

So it was a really exciting time, but I will say in those early years of LEED, we did a great job of branding green building and making it accessible and making it not scary to the mainstream. But some of those lessons from permaculture were not really integrated. As a LEED professional and WELL professional is more, you can do this with any building. Here's how we're going to move the market. What I've been really gratified by in the past 10 years is seeing the movement kind of come full circle and full in a deeper look at integration with sites and low impact development and human health. And I feel like I'm finally able to go back to those early roots and permaculture and pull it forward into my practice.

Charlie (12:07):

Some would say on my podcast, Rebecca, that LEED has been a great tool. It's helped accelerate the conversation. Now to your point, that's kinda been the middle and now we're coming back, maybe go a little deeper on some other specialties here. So why don't you tell us a little more about, what's been keeping you busy for the last 12 years at Watershed and what kind of work you do there.

Rebecca (12:29):

Okay, great. We founded Watershed during the recession and it was kind of a play on words we thought, not only is this a time for us to actually look at our watershed and pay attention to the fact that everybody lives downstream and your actions impact others. Our office is at that Mobile

Base, and we're at the base of one of the largest waterSheds in the world, but we also thought the recession was a watershed moment to rethink the kind of development that has been happening and change course. Over the past 10, 12 years I split my practice between consulting and design with a focus on sustainability for this hot humid climate. Because when I moved back to South Alabama, that was, that was one of my realizations, there was a real dearth of green building knowledge specific to this climate.

Rebecca (13:24):

It's almost comical that the challenges we faced in terms of hurricanes, humidity, moisture, infiltration, termite, swarms that blinds you, I mean, it's like biblical and the challenges that you face in building here. So this firm we aim to not to just sort of dominate the market because there was a strength of knowledge, but to try to transform the market and consult with other firms, help them to raise the level of their practice and deliver green buildings and to do some ourselves. One of the projects that we just completed that I'm really excited about is the Gulf state park project. It was a restoration and redevelopment of a park in Gulf shores, Alabama that was funded by penalties from the BP oil spill and an area that was heavily impacted in terms of its ecology and its economy and oil spill 10 years ago.

Rebecca (14:26):

So the restoration one did a lot of great work, restoring the dunes, which are the natural first wave of resilience and no pun intended against hurricanes. It was restoration of the dunes and the park, and then creating these amazing facilities. The first SITES certified hospitality projects in the world, first fortified projects in the world, LEED certified lodging and educational facilities and an interpretive center that is pursuing the living building challenge. In a nutshell, what was it the heart of this project that was so great was, the driver was to create great experiences in nature to restore nature and create great experiences in nature ,so that the people who come to have those experiences fund future restoration. So this coming together of economic and environmental sustainability and the focus of restoration as a visitor experience now is sort of a driver in all of our work.

Charlie (<u>15:32</u>):

That's gotta be on the highlight list. Rebecca, that's one of my next questions, as you look back, what are some of your proudest achievements?

Rebecca (<u>15:41</u>):

Well, that would be one of them, honestly, because I think that's been a big turning point kind of project for Alabama. Honestly, the green building resolution in Houston is one of mine as well, because it was the most unlikely city to embrace green building and that was really early in my career. Just learn that if you can get people's attention and have a conversation, strip away the jargon and the logo and the politics, and just talk about green building in a pragmatic way, that you can really reach people. And then, and honestly, a project we're working on now is not yet complete. It is something I'm very excited that we're in the process of designing a camp that will teach kids to be ambassadors of the environment. So it's, it is also in Gulf shores, Alabama. And it's again, building on this idea of how do you create, how do you restore ecosystems, integrate buildings into those ecosystems and give kids this amazing experience in nature and also give them a taste of an experience of sustainable living, of growing food, cooking food in the solar oven composting. So, and the fact that it's reaching kids to me, we seek out projects that have the potential to be transformative. That's really why I'm excited about this one.

Charlie (<u>17:14</u>):

That's fantastic. Along the way, I'm sure you've picked up different credentials. We've even mentioned a little bit about the healthy building movement, but along the way, were there any kind of trade organizations you're involved with? Are there any credentials that you studied and passed exams for? How has that helped your career?

Rebecca (<u>17:33</u>):

I was in the first round of LEED APS and it takes a while to become a registered architect as anyone who's pursued that path understands. It was actually really rewarding to achieve my LEED AP credential while waiting to become a registered architect and it also allowed me to teach others, which was great. I'm a LEED fellow and appreciate being able to give back to others after receiving so much from the USGBC community. I'm also a certified permaculture designer and have been a certified passive house consultant. I mean, I feel like the permaculture designer was an amazing training and it may be that it's been superseded now by maybe a

combination of LEED and SITES, sort of gets you there, but that was an amazing training for me. I still think it has a lot of value..

Charlie (<u>18:35</u>):

The permaculture, you don't see that one as much. Who do you suggest go for that? I mean, is it a landscape architect, someone who is truly into SITES? Would you recommend some other types of professionals really go deeper there? Who do you suggest go for that kind of certification?

Rebecca (<u>18:52</u>):

It's really, the living building challenge is almost going in the same direction is going in the same direction, but people who are really interested in buildings going more fully off the grid, more fully integrating living components, whether they're living machines to process wastewater or just looking deeply at how the surrounding landscape provides habitat and food. I don't know that it would be that helpful for people working on large commercial projects, but as for students as a philosophical underpinning, I think it's really helpful because it looks at integrated systems and you look at the living systems. The living ecological systems of a site and you fit building systems into them and you try to connect the natural cycles with human cycles of resources and waste. And so as just a philosophical approach to design, I feel like it's really helpful.

Charlie (19:51):

Yeah. Thanks for going there. I'm a big fan of the credentials continued learning. Let's keep talking about how this industry has been good to you. It's been good to me, this green building movement, what else should we be reading up on? What more do you think this movement is going to be shifting if you had a crystal ball?

Rebecca (<u>20:14</u>):

Well, of course we had a lot of people recently and that's always an opportunity for change. In good times, it's harder to create change because people are sort of happy where they are. So with that said, I hope that I have been excited about the new found focus on wellness with the advent of WELL, and it's been around for a while now and FITWEL and will embrace FITWEL as well. But I hope that this focus on how the built environment affects an individual's health and wellbeing, that we can expand that. I'm

seeing interest in this, expanding that to how it affects social health. And if we don't address climate change, climate change is displacing millions of people and the degradation of planetary health is affecting their health and creating tremendous stress on social systems.

Rebecca (21:18):

So I think we need to broaden our approach to health and also broaden it, not just for social health, but to ecological health. So bio habitats that the firm has a great blog, they call leaf litter, and they just released an interesting article in literature review connecting the rise of crossover diseases with habitat destruction, and just very clearly connecting the dots. When we look at threats to human health like COVID and these emerging diseases that are crossing over from wild animals, if we can address habitat destruction and maybe even embrace, EO Wilson has put forth the idea of a half earth. We really need to preserve half of the biosphere if we are to retain the integrity of the systems that support our life on this planet. Moving towards those kinds of broader thinking about health and how do you support the integrity of these planetary systems? I think that I hope that the green building movement is broadening their approach to health to that sort of scope bio diversity and with social equity,

Charlie (22:39):

You have to, it's one thing for connection to the outdoors. It's another thing if there's pilot credits for biodiversity, but there definitely are some credits that are only worth one or two points and someone like yourself thinks they should be worth 10 points on the LEED rating system. So I hear you, and I think everyone here has to kind of voice that.

Rebecca (23:00):

Yeah. And beyond the credits, it's really just your approach. You can earn a credit, I don't mean to sound cynical, but you can earn a credit with a what's the minimum standard to earn this credit kind of approach. Or you can look at every project and go a little bit deeper and sort of incidentally add on the credits and still have to pay attention if you're going for a certification. It's not like you can just check it in to make sure you learned them. I'm interested to see if you agree with this. I feel like the strongest projects sort of pursue whether their focus is habitat restoration or they pursue their best path to sustainability. Throughout the project, they circle back and sort of

overlay that path with the credits and whatever systems they're using to certify and just confirm that they're still alive, but don't let the credits drive them.

Charlie (24:02):

That makes a lot of sense. It really does. Let's talk more about you. What do you think is your specialty or gift?

Rebecca (24:08):

That's a hard one. I saw that you have asked this before and I guess I could answer that in two different ways. One way I think some things that I've always felt were sort of a weakness, maybe my gifts and that while in some ways I've led a pretty privileged existence. In other ways, I've sort of never quite fit in. I'm left handed I'm ADD, red headed and when you're a kid, those things make you not fit in and also just sort of need you to think a little bit differently. Sometimes you tend to have to learn things the hard way and in terms of my automatic approach, does it tend to be what everyone else's is? I think that while I felt like that was a weakness in architecture school, in my career, it's allowed me to make connections and to just step back and take a unique approach.

Rebecca (25:01):

So it's been a strength, I guess the other thing is really the underpinning of our practice is the idea that anything we create, we want to reconnect people to place even if we're designing a pretty urban project, whether it's that or something out in the country, in the woods, like the investors in the environment camp, with whatever hand we're dealt, we're trying to connect people to natural systems and to nature, and to do that, you really have to connect to your clients and you have to connect to that place. It's easier with some clients in some places than others, but I think approaching the work with a certain openness, so you can form those connections and really you fall in love with the clients and you fall in love with the place approaching it with love. So you can create spaces that do allow people to reconnect with cycles of nature and create spaces where people can slow down. That sort of that connection and love is really, I wouldn't say that to all of my clients, but I think that's pretty important.

Charlie (26:21):

Very important. Thank you for sharing because we all have different things that have made us who we are. I think you're right. I think a lot of us can connect with what you just said. Rebecca, so do you have any best practices? Good habits, routines and rituals.

Rebecca (26:37):

That's a great question. I would say I'm always trying to develop those over the couple of years as well, I went through a two year yoga teacher training, which was as much about the practice of mindfulness as it was about teaching yoga, but that has helped me to develop sort of a practice where every morning I have some time to meditate, to do a little bit of yoga. I could stand to exercise a lot more to do a little bit and just to start my day a little bit more grounded and calm and that has really helped. I wish I had started doing it earlier. I remember people in college telling me I should meditate and I thought they were insane. Who could possibly stay quiet for that? Long

Charlie (27:26):

As someone who practices meditation, it's intimidating as someone that doesn't. So where would you suggest this start?

Rebecca (27:34):

I would say, I've, I've read a really great book about children. I'm going to butcher the title, living beautifully with uncertainty and change was a great one. I started because meditation did not come easy to me at all. And like I said, I'm ADHD. So it's not like my coffee. I don't tend to slow down. So I used an app called the insight timer, which had some guided meditation until I was actually able to do it on my own. The timer would sort of walk me through it and that helps. And I will say, sometimes people have to hit a sort of a crisis before they feel the need to establish practices that would have helped earlier. For me, our practice got really busy at the same time that the country felt to me, more and more divided and strident and crazy at the same time that my children hit adolescence, there was a clear need for mindfulness.

Charlie (28:44):

I've got three boys they're 12, 9 and 7 by the end of the summer here. So yeah.

Rebecca (28:51):

Yeah. You're, you're entering into it.

Charlie (<u>28:55</u>):

As we get to know each other more, you'll learn. I'm a fan of the bucket list. Are there a couple of things you could share that maybe are on your bucket list?

Rebecca (29:04):

I'm not a bucket list, maybe a short term bucket list. I feel like I want to do all these things right now, but I've always wanted to learn kite surfing. I watch people do that in the Bay and it looks like a blast, but I don't think I need to wait too long to do that, or I'm going to get seriously hurt. What are some other things? This is kind of a boring bucket list, but it's part of that practice that I mentioned in studying yoga. I have told myself I would commit to going on a silent retreat once a year to just reset my brain and be able to come back more focused. So it's not a bucket list. It's more of a resolution list. The last one, I started off as a resolution and it's taking a long time, so it may become a bucket list. My new year's resolution this year was to learn the bird songs of the birds in my area. My grandfather watched birds once he retired and there's a whole community going on right there having conversations that we can't understand and it's doing one at a time.

Charlie (<u>30:16</u>):

Yeah, I love it. The resolution lists a little short term because if you're not intentional about these things it won't happen. I can tell you put some thought into it. That's really good stuff.

Rebecca (30:32):

Yeah. The bucket list to me, I don't know if I'm guaranteed a hundred years so I want my bucket list to start now.

Charlie (30:37):

There you go. No, that's a good approach. So let's talk about books. I'm not sure if you'd like to pick up a book in your hands and read, or maybe listen to books. How you consume and learn, but is there a recommendation?

Rebecca (<u>30:50</u>):

Sure. I love books. I actually love physical books. We've got stacks of books all over our house. I'm kind of old fashioned that way. I'll read them, I'll read them on Kindle as well. But when I do that, they all kind of run together. So I would, I love anything by EO Wilson, but I read all of his writings on Kindle. I'm not guite sure which one is which because they sort of digitally ran together, but I keep going back to his writing. I think there's so much there. I'm actually just ordered a couple of books that I'm really excited about that I've only just started to read. One is that, low tech designing by radical indigenous, Julie Watson. It's a really interesting book in the eighties, we used to call appropriate technology, but all technology that has evolved in relationship with nature and really advanced technologies that allow people to provide for their needs and not only do no harm, but they actually restored the land around them. So it's really exciting. I think there's a lot we could learn there. I found this great book at a I've forgotten which conference, but, designing for biodiversity is a technical guide. It's really about how to integrate habitat into your buildings, which we usually try to do the opposite, right? Like keep the bats out of the attic or whatever.

Charlie (<u>32:25</u>):

It's funny designs coming back through and now what we need to be doing. We'll find these book links and if there's any other credentials or certifications, you'd recommend Rebecca, let me know. And I'll put it on the podcast. Show notes. Anything else there just learning?

Rebecca (<u>32:44</u>):

I have another book I just started reading, too. The battle for the life and beauty of the earth by Christopher Alexander it's from the eighties. I don't know that I'm going to agree with every bit of it, but it's got some really intriguing theories of how buildings learn and evolve and adapt and how they can be more beautiful if they do that in relationship with communities, more like an actual system. I love what you're doing with education. When I first started my career in architecture, green building education was something I had to travel to do. The early green builds it was kind of like going to Bonneroo.

Rebecca (<u>33:35</u>):

I mean, you had to go be with all the other like minded people in one place because there weren't enough of you and each place to do that. Now I noticed a LEED faculty member during the whole kind of transition to online learning. I think it's amazing how much is out there, but it's also, for me, it's more challenging because there's so much available online. I still try to find a few, not currently until we emerge from this pandemic, I will continue to try and find places to gather with people in person, in community and learn in person because I feel like it's such a rich experience. In the meantime, the pandemic is actually bringing me within our firm to start really digging into what's out there and all these amazing educational opportunities available online and setting aside a regular time for us to sit down and have lunch and do webinars to just continue our learning.

Charlie (34:39):

Oh, well, you're right. Once you gather all this knowledge, we have to teach it. And actually, being on the podcast our slogan is teach everything. As we start to come to a close, Rebecca fascinating conversation, a two part question in closing one, is there one thing that you wish you'd known earlier in your career?

Rebecca (35:01):

That's a good question. I have been asked this by young students and people who are asking me about the path to architecture and sustainability and as my answer used to be, I wish I had sought out people doing the work and then practice under them because that's a real mentorship and that's how you learn. Instead, I found places I wanted to be and then figured out a way to learn it. My path has merits, too. It may be to appreciate the path you're on. I guess one way to separate that out. I have worked for, even though it wasn't working, being directly mentored by a sustainable design guru, I've worked in places that were more and less open to sustainable design. The difference was in those interviews where the first firm I described, they didn't fully understand where I was coming from, but they appreciated my life experiences and permaculture. Even though they weren't traditional, they appreciated them. And they thought I had something to offer. And those are the places you want to work. I've also interviewed in places where they just wanted somebody to produce drawings and they were like, well, that's great that you're interested in this stuff, but we don't really care about it. How much can you produce? I wish I

had appreciated more to seek out opportunities where people really see you and they see what you have to give.

Charlie (<u>36:38</u>):

Good advice, because you want to be challenged. You want to build things and not feel guilty if you give yourself some time to think, and I understand paying some dues, but how much should we do job, versus career, versus calling? Rebecca, let's say someone's listening right now. They're getting inspired by your story. Do you have any words of encouragement for them if they're jumping into the green building movement?

Rebecca (37:02):

Yes. That we need you. The need for people to transform the way we build is more and more urgent so don't lose heart and please stick to your guns and follow this path. I guess the other thing I would say kind of based on my experience is we need to spread out. We don't need all of our sustainable design experts to live in places where everyone in that town agrees with who has already drank the Kool Aid. We need them spread out and dispersed this movement into more communities and making connections with other movements. So I would encourage them to stay the course and to be open minded about where they might live and where they might practice sustainable design.

Charlie (37:54):

You're needed everywhere and to spread out. Gosh, really fascinating conversation. Everyone. This has been Rebecca Dunn Bryant. She's gone from Alabama to Colorado, to California, a fun stint, New Orleans, and then back to Alabama, what a green building career, Rebecca keeps up the great work and thanks for being on the podcast.

Rebecca (<u>38:13</u>):

Thank you so much. I've enjoyed it.

Charlie (38:17):

I just want to say thank you to our loyal listeners. We actually are celebrating over one year here on the green building matters podcast. Me and the entire team are stoked and just so glad you continue to listen every Wednesday morning to a new interview with a green building professional

here in this industry, or just some tips that we want to make sure that you are getting straight from us, straight to you.

Speaker 4 (38:43):

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