

Kristen Fritsch on Architecting Sustainable Futures Through Biomimicry and Beyond | Transcript

Welcome to Green Building Matters, the original and most popular podcast focused on the green building movement. Your host is Charlie Cichetti, one of the most credentialed experts in the green building industry and one of the few to be honored as a LEED Fellow. Each week, Charlie welcomes a green building professional from around the globe to share their war stories, career advice, and unique insight into how sustainability is shaping the built environment. So settle in, grab a fresh cup of coffee, and get ready to find out why. Green building. Green Building Matters. Hey, everybody. Welcome to the next episode of the Green Building Matters podcast. Once a week, I interview a green building professional somewhere in the world. And today we've got Kristen with us. We're going to talk about her recently appointed lead fellow status. Can't wait to unpack that. What does that mean?

00:49

Charlie

But we're going to talk about architecture, we're going to talk about buildings, we're going to talk about biomimicry today, I'm sure. Kristen, how are you doing today?

00:55

Kristen

I'm very well, thank you.

00:57

Charlie

Your background more. I'm having a great day. These podcast interviews really always get me excited about where we're going. I know there's still work to do, but we've been doing this a while and can't wait to see what you're up to. But for our listeners, and first to all of our listeners, thank you for being loyal podcast listeners for all these years. Just take us back. Where did you grow up and where did you go to school?

01:18

Kristen

Well, I grew up in south central Nebraska, Hastings, Nebraska, the town of about 24,000 people. And I wanted to go to architecture school. I liked art and physics, so that word Justin was the perfect combination. And the state school, kind of a no brainer. It's a really good architecture program. And going out of state costs a lot of money. So I ended up at the University of Nebraska in Lincoln. I got my bachelor's in architecture and then I ended up getting my mister and my master's in community and Regional

planning, also from the College of Architecture. It was a fun Midwestern experience, but now I'm no longer in dimension, I'm in the Boston area.

02:03

Charlie

Okay. And after school we got to talk about getting some time in Germany and how'd you get there? But architecture, you mentioned art, physics. Did you have someone that you knew that was an architect? Did you have a counselor at school, like who maybe even introduced architecture?

02:19

Kristen

I know it's a funny thing. I was really into art and I met. I went to a very small Catholic school, and our guidance counselor was a priest. And he saw my interest in art and that I was also really good at math and physics. And he just suggested it and that what was really cool is the University of Nebraska had a summer program for rising seniors to come and check out the College of Architecture. So we spent a week at a summer camp for high school students. And he suggested I do that, in which I did and absolutely fell in love. The building, the community, the professors, the program all were really interesting and it just kind of clicked. Of course, growing up, I always loved to play with Legos and build and design.

03:12

Kristen

So it was a natural fit.

03:14

Charlie

I love that. Okay, let's get segue to additional mentors. Sometimes we mentor someone, we read their material, and see them on stage. Sometimes it's someone that maybe challenges us. We meet, they open doors. Any other mentors as you put together this great building career?

03:30

Kristen

I spent roughly the first. My first 26, 27 years in Nebraska. I did a few internships around the country. I did an internship in Philadelphia, I did one in Denver, and I did a semester abroad in London. And one of the professors we had that took us to London, it was basically like, don't worry about class. You're here to explore and to look and see and sketch and just witness really new and old architecture. And of course, we did the

backpacking ground year after that semester and found really a lot of cool projects. And that was very inspirational, that professor. And then. And then also the first job I landed out of school, I ended up meeting a German in where I was doing my master's degree. And he finished his degree in Germany.

04:28

Kristen

And I went over there for a little bit after I had finished my degree, waited for him to finish his. I worked a little bit in Germany, and then when we decided to get married, people were like, I'm not living in Nebraska, I said it and which is fair. And it was really challenging to get jobs in Europe or Germany at that time. There just wasn't a Vietcong that wasn't that great. We decided to just go somewhere we had never been, which is the Pacific Northwest. We landed in Seattle, and my first job was at a firm named Boxwood. And the principal owner was Joe Chauncey. And she's a. He was from Iowa, and so were several other people at the firm from Iowa. And it was. It was just a really fun place to land. They were really investigative architects, collaborative.

05:17

Kristen

And he was very. He was a perfect mentor for a kid coming out of the Midwest. He taught us a lot of how to work with clients, how to do good customer service, basically, but also how to speak design with them? And how to collaborate together with engineers and contractors and kind of craft a good product. He still remains with one of my key mentors. Amazing gentleman.

05:52

Charlie

It's fantastic. And then in a little bit, we got to talk about then, how did you go from Pacific northwest to northeast U.S. But how about sustainability next? When did that first start showing up on the scene for you? I can tell you love the outdoors there. And in a little bit we'll talk about some of the work you've done and even talk around biomimicry. But when did sustainability, maybe even LEED first show up in your career?

06:16

Kristen

Yeah. So the College of Architecture, our dean was Cecil Stewart, and he was very focused on sustainability. And so in grad school, it started to show up, or maybe later in my bachelor's degree as well. A lot of the professors were very sustainably minded, so we incorporated aspects into our design studio and systems classes. And Dean Stewart also founded a sustainability center in Nebraska that was really intriguing. So the seed

was sort of planted there. And then I think through being in Europe and traveling in Europe and being around sort of a bunch of German architects, efficiency and kind of modest, Divine and simple. Divine and efficient. Like efficiency in terms of sustainability sort of got ingrained in me. And then when I moved to Seattle, it was 1999.

07:12

Kristen

It was sort of the start of, I'd say it's sustainable movement, sustainability movement and design. USGBC was becoming really strong. And we the city of Seattle was first to adopt, or one of the first to adopt their city projects would be LEED. And so we were doing some city work and our firm just all got on board. We were all lead accredited professionals, and all the work around us was focused on sustainability. It was a really great time to be a young architect. And it just was the way we did things. We just maximized the opportunities. And every project, the goal was to be as healthy and regenerative as we could.

07:57

Charlie

Wow, what a great early kind of environment for you. And that just makes a lot of sense. And I know you've taken that pretty far. Let's connect the dots a little bit on the career timeline. Boxwood there for, gosh, it looks like, what, about 13 years and then what came after that?

08:14

Kristen

Yes, so were doing a lot of great work at Boxwood, and we just hit a recession in 2008, I think. Was it in 2008 that hit us really hard on the West Coast. Seattle was going through a boom. And if you remember, one of the first banks to go Washington Mutual, and that was like, literally across the street from our office. So it hit a lot of our clients hard. And we, at the time, were doing a lot of wineries in Western Washington. That was a big industry, booming industry at that time. And they couldn't afford anything without their wine to pay for their buildings. And so without being able to make the line and without the buildings to make the wine, there was no money unless it came from a bank. And that wasn't happening. So we're really struggling.

09:08

Kristen

And all of Seattle was struggling with the recession. My husband also is an architect and he works and they have acquired a firm in Boston. And the east coast was coming online much sooner than the west coast. And they asked if we would be interested in

moving there with our family. And so we thought, sure, for we'll do this for five years, like, move to the west, to the east coast, while things ramp up. And it was tough. It was a tough decision. I was a principal at Oxford, and it was a challenging time. We were heavy on management and burning candles at both ends, and it was tough to move across the country. But ultimately it was.

09:52

Kristen

It ended up being a really interesting decision because it led to me being in Seattle. I was. I was really interested in sustainable design, and were trying to build a sustainable consulting practice within the architecture firm and. But everybody doing sustainable design in Seattle, and so you were. It was really competitive. And when I was able to move to the east coast and ended up at Elkismo Freddy, I realized that I had a lot of background and experience that they could use that they didn't have. And so all of a sudden, it wasn't as competitive. And I was able to tap into the expertise I had and really help bring more organization into their firm.

10:36

Charlie

I love that. Well, thanks. There's challenges there. Big move and sounds like it's going well for you. And you've been there another 13 years, it looks like, as I'm looking through your bio. So that's the sustainability, the roles you've had. Principal, one firm. And now we'll talk a little bit about what you're doing today. But one last look back, I love to give my podcast guests just a little permission to look back on the highlight reel. What are a few things that stand out? What are some of your proudest accomplishments?

11:07

Kristen

Oh, my proudest accomplishments beside my three kids, I have to say becoming a principal at Boxwood, our sustainable design firm, and the team we had it with, the product that we put out, the clients that we, the relationships we made were from my far this time as an architect, really doing great architecture and collaboration. It was just a lot of fun. I think about our landing in Oak Island Friday, I'm really proud to have realized how to plug it. With my experience, they didn't have someone dedicated to sustainability here. I'm proud of the fact that I was able to kind of find that opportunity and ask for that position. I'm director of Sustainability here and then of course becoming a lead fellow.

11:58

Charlie

Oh, all these great accomplishments. Lead Fellow. I'm a fan of credentials. I know

you've got several credentials, you've worked on all kinds of projects and rating systems. But LEED's really been that core program . I mean it really has been that the calling core for this is a green building. Talk a little bit about that, maybe one or two super cool elite projects you've worked on and then elite fellow, congratulations. What does that mean to you?

12:21

Kristen

Yeah, so one of the first lead projects I worked on was for the city of Seattle. And it was a joint training facility which was really fun. It was between the fire department, the Department of Transportation and the Department of Public Utilities. And so it was a training facility for all three. So it had some like a mock overpass so they could learn how to train to fix, repair it from below. And it had a fire training tower, a burn building, underground training, war culverts and stuff. And it was on this really cool site that had like a little creek running through it, a man made creek that had become sort of a wetland.

13:02

Kristen

So we had a lot of fun really shaping the classroom buildings to focus on natural light and we tried natural ventilation and then also a lot of site ecology measures and strategies. So it was a really fun project, collaboration with the SME and then our consultants on creating a fight where we were able to collect all the rainwater off the training pad, which is where they practice driving. All the tracks were massive. It's a hard surface, but we would collect all that rainwater and then we had it set up so that it would pump the water up to the hose training tower where they would train with fire hoses and that water would be recycled. So it was really fun to work through that. And then locally, I think, I mean, there's been several projects in the Boston area.

13:51

Kristen

I think my favorite though is the university is Berman, Maine. We just finished a project with them where we did our first path of house student housing. And then right next door to it is Mass Timber students there. That was really fun.

14:05

Charlie

Those are some amazing LEED projects. You can really apply LEED to so many different building types. I love that. Lee Pillow, I've been in the club since 2020. You

know, I like to gather up all the LEED fellows. Just what does that mean to you? And congrats.

14:19

Kristen

Thank you.. First of all, it makes me feel really old. I wasn't expecting that. But yeah, it's. I've been working in this space since 1999, so it feels, it's really interesting to continuously work on LEED projects for that long and still learning and still trying to understand what's going to move the market, what's, what does make a difference on projects, what kind of strategies work and don't work. And so becoming a fellow is sort of, it sort of makes me feel like, okay, I do have a lot of experience in it, but at the same time I sort of feel like, oh my gosh, now I'm a fellow and I have to know all the answers. So it puts me under a lot of pressure. But it was, it's, it has been a lot of work and I've really enjoyed volunteering and being part of the movement over the years in Seattle, did participate in a lot of events and volunteered for a lot of events. And then here through my work with Built Environment plus, which is the USGBT chapter in Massachusetts, it's just been really fun to connect the community and sort of be that, be a resource, but also have access to a lot of resources.

15:38

Charlie

I really see this community continuing to grow. And it sounds like you've shifted just to still have to stay out in front of what's next. But you're the trusted green resource people calling you because you've been doing this a long time. LEED fellow for those listening, I think it's just. Sure it's validating part of the application process. Right. Kristen, as they force you to go back and make a timeline is, hey, think back on this green building journey in this career and hit on some highlights. How have you really pushed for especially LEED projects over those years and advocacy and teaching and all that. So let's shift a little more to the present day. Tell us more about your firm and tell us a little bit more about what Elkus Manfredi is known for. And then a day in the life of you as the director of sustainability.

16:25

Kristen

Elk Smith, for any architect, is the. We have one office that's in Boston right now. We're about 155 people and we do a lot of commercial work. We've been most recently working on commercial core shell projects, lab office buildings. We do a lot of multifamily housing, anywhere from market rate to student housing. And we do some hospitality and some commercial interior corporate interiors. And it's so it's a fun mix of projects. I am, I'm the director of sustainability and so I'm a resource to everyone for

anything on their projects. My day to day is I have a few things that I work on for the entire firm like our ESG commitments, our AIA 2030 commitment and tracking data and our health. We have some health and wellness goals, so I work on those in the background. But I also serve on some projects as the sustainability consultant. So I don't average. I probably have one or two of those going at one time. But it's fun because it helps me. I get to work with a client, work with a project team and walk, go through the LEED process with them. But for the most part, I'm supporting all of our other projects that are doing LEED or well or fit well and helping those team members work through those strategies, researching things that might work and helping them with those credits.

17:58

Kristen

And then I also, I'm also part of our QA QC team, which we have about 20 or so people on our internal QA QC team and we create templates and guidelines and then we have a basis of design specification that we're constantly working on improving. And so I work with that team. Right now we're working through the entire spec and looking at are the products that we're listing of our top performing products for whichever section we're working in. Are they the best possible they can be in terms of health and wellness and embodied carbon? We're working on incorporating deconstruction specifications and reuse specifications. So things like that. So my day to day, it's like I'm kind of all over the place. I help with marketing proposals and also help with daylighting studies and body carbon studies.

18:52

Charlie

It's important to have a variety. It sounds like almost every day, but weekly just there's resources. There's so many functions within the firm, and I love that. Let's talk a little bit about teaching and then we'll go to kind of predicting the future. I think you really enjoy sharing some of your knowledge. Tell us a little bit about that and what have you done on that front?

19:15

Kristen

Teaching has always been something I've really enjoyed. I was a graduate assistant all through grad school, and then when we moved to Austin, I didn't work for the first year just so I could get my family settled. And in the process met some really interesting people that were architects. Through the Boston Architectural College and kind of roped into teaching a studio, which was really fun. And through the Boston Architectural College, they also have a program where you can get a teaching certificate. And so that

was. I did that and then taught at a studio, which was Boston Architectural College, a night school for those who don't know. It's intended for students who have to work and can't necessarily go the route of focusing entirely on school. And so core the studio courses are in the evening. It was a lot of fun. The studio I taught at the time was able to create our own kind of programming. And so I chose biomimicry, which was something that we had. We had done it at Boxwood. We use that as sort of a lens on a lot of our projects, and so thought it'd be good for students to learn about that and apply that to their projects.

20:35

Charlie

Yeah. My view is pandemic hits. We shift to the healthy building focus. Programs like well and fit well, they accelerate, but then they kind of land where it's just like, let's just do the air quality and the cleaning and let's just get our buildings a little bit healthier. And I think now we've got again, in my opinion, a wellness real estate movement. And maybe we are doing the living walls and maybe we are trying to get back to that connection to nature. So are you seeing a little bit of that pop up again? And you know what the lay person needs to know about biomimicry? Any tips there?

21:08

Kristen

Yeah. So biomimicry is. It's challenging, first of all. It's brilliant. Biomimicry is more looking at nature and how nature solves problems and trying to get inspiration from nature to solve problems. So it may not mean that it's not to be confused with biophilia, which is more having nature, like patterns and greenery and kind of the feel of nature in your surroundings. But biomimicry is more like looking at, for example, how do we shed water on a simple roof? You need a roof to protect what's underneath and to shed water. And we would have the students take a look at how that happens in nature. How do animals protect themselves? There are some animals that have special shaped bodies like beetles that will be able to tilt their shell a certain way and collect dew and use that for drinking water. So we look to nature for those inspirational things. And it can be as simple as that or it can be really complicated. Like people have created glue, but based off of. Well, that's a really good example, because I can't. But maybe more of the thing. I think a really cool one is the lily pad inspiration, where people have been able to formulate paint that has the cell breakdown or the cell structure of a lily pad that self cleans itself when it rains so that the paint you put it on a building and it's able to self clean.

22:45

Charlie

We can edit the part on the glue. But thank you for educating me a little bit more on the difference, though, between biophilia and biomimicry. So this is awesome. Let's keep going. Kristen, thanks for educating me too. And our listeners, the difference there, biophilia, that connection to nature versus biomimicry. No, we need to mimic literally. Nature. I think that's what I'm hearing. I love that you're passionate about that. So how about the future? Let's kind of predict the future a little bit. What are you reading up on? What are you excited about? What's next in the green building movement?

23:16

Kristen

Gosh, that's a good one. I feel like I'm constantly learning. That's what's so strange about becoming a LEED fellow. You do that whole accounting of your career and all the things that you've done, and you feel like, okay, I've accomplished something. But then for example, here we had a new energy code enacted last year, and I spent the entire year figuring out this new energy code and how we're creating tools for. And slideshows to educate our teams on what that means for their projects. And we're still unraveling what that means for our projects. How do we communicate this? How do we construct envelopes that meet this new energy code? I think embodied carbon right now is also one of those things that we're still trying to crack.

24:04

Kristen

Doing a lot of work in that area. I'm excited about reuse. And the greatest thing is the thing that's already existing. How do we do that at a commercial scale? I think. I think we've done it at a residential scale or a small scale. We're able to in a restaurant or your own home, bring in some reused items. But how do we break that like that, figure out how to do it at the commercial scale? And that's sort of something. Since we do a lot of corporate interiors, we're starting to dig into that. I'm excited to see what our teams can do better. We automatically look at reusing furniture and reusing stuff from the spaces just because it saves money for the client. But how can we do it to make an inspiring design as well?

24:53

Charlie

That's really good. I've been checking out your website and the portfolio. All of our listeners. Make sure you go to the website. I love visiting architect offices because they're usually the most beautiful offices you're going to visit in. Just looking at some of what you're creating here.

25:05

Kristen

So you're welcome anytime or in Boston. Let me know. I'm happy to give you a tour.

25:11

Charlie

Some of our schema team is in Boston, so I'll be up there. So I'll look you up. Thank you. There's actually a handful of LEED fellows around Boston, so I'll set lunch. Let's do it. So, okay, that's a peek into the future. You know, we have programs like leed. As this year rolls out, we've got LEED version five. You know, the bar needs to be raised. You and I have been through big changes with LEED, like LEED version 3. It was crazy. But to our listeners, my opinion is that I want to get yours if it's important. Every five or so years, you raise the bar, you change some things, you listen to the user base. You know, LEED's not for every single building. We still want to have the bar raised enough where you got to do some work to even earn this prestigious plaque. Different levels, but I love the quality of life category coming. And sure, I wish we would have put in a lot of EV charging stations as a prerequisite, but at least stubbing out and ev. Ready. Okay, we'll take it. That's the new prerequisite. But I don't know, what's your thought on the evolution of a program like LEED? Any tips there?

26:09

Kristen

It has been interesting to follow it. It always seems hard at first, oh, my gosh, how are we going to do this? It's going to be we're not going to be able to get silver as easily as we used to. But then you start. It's interesting how quickly the market adapts and we do start figuring it out. And now at least in the Massachusetts region, we've been doing a lot of these things for a while. And so it's become really easy to get LEED. And if you're not doing lean gold or LEED platinum, then what are you doing? Because it's. It's. Apparently it's become sort of second nature. They've incorporated so many of these features into the projects, which is incredible.

26:53

Kristen

It's definitely different when we go, when we work in other parts of the country and we realize, like, okay, we're in a bubble in Massachusetts, but. But it's. I think it's always a good challenge to keep raising the bar and keep pushing the industry and shifting people's awareness and it in the process. What's also great benefit is that it becomes sort of second nature to everyone. It's the health and wellness stuff. When we were doing it back in the mid-2000s, trying to look at ingredients and contents of materials and asking, well, does your product have formaldehyde in it? People were looking at it like, we're crazy. I remember talking to a window company. He was like, it was one of

the main wood window companies and asked them, do you have FSC certified wood in your windows?

27:42

Kristen

And they looked at me like, what are you talking about? And now it's like the norm. You go to Home Depot and their stuff is all fsc. So it's sort of seeing into the future, which is kind of fun. When these, when these new things get released, it's like, okay, this is our future. And it's a good challenge. And I really enjoy the education part of it. So I like the challenge of what is going to be, the challenging strategies and credits and how do we meet the clients where they are and get them on board? I like that little puzzle and figuring out how to bring them along and get them on board as well.

28:21

Charlie

Well said. That's great. All right, let's get to know you more. Kind of our rapid fire part of the podcast. What is your specialty or gift?

28:31

Kristen

Oh, gosh. Specialty or gift? I think because I've had a lot of experiences of failing and just trial and error, but I'm pretty quick to be able to hone in on the most. The best solution or the most optimal, sustainable solution whenever it comes to design problems or. Or most problems. I think that's something that's coming to this latter part of me. My career.

29:02

Charlie

Stay curious. Do you ask better questions? How are you really? Any tips on how to go a little further with that?

29:09

Kristen

Yes, absolutely. Stay curious. I absolutely love new podcasts, new books, even new music. We have a music league in our office, which is really fun, where we submit new songs every week and they compete against each other. We vote on that new music. And so with everything, I think it just encourages creativity. Staying curious.

29:32

Charlie

Love that. All right, very cool. So do you have any good habits, routines, rituals, Kristen, to help you stay on point?

29:39

Kristen

I end up starting and ending my day with the New York Times puzzles every day. I think it's. It's become sort of a way to. It helps me start the day by staying focused and kind of sharpening my mind. And at the end of the day, it helps me clear my mind and not get hung up on the little stuff and be able to have a good night's rest without worry.

30:04

Charlie

I like that you are booking the day. That's really cool. Thanks for sharing. As we get to know each other more, you'll learn I'm a. A fan of the bucket list. Not everybody has a bucket list, but some have some adventure, some travel. Maybe you want to write a book. I don't know. What are a couple things on your bucket list?

30:21

Kristen

I do not have an official bucket list, but definitely travel is something that we're always creating a list of things that we want to explore. And even having been here in Boston or come on my 13th or 14th year here in Boston, we still are exploring the city. I actually have a bucket list with my husband. We have one area each month that we're going to explore and check out some culture and art and restaurants and different neighborhoods. I've never been because my husband's German, we tend to go to Europe to see family. And we both have it on our bucket list to travel to places like Australia, New Zealand, Asia, even Mexico. Getting traveling, absolutely top of the bucket list.

31:10

Charlie

It helps give so much perspective, inspiration. Beautiful world out there, but I love to have you have a local one and then you obviously have some other places to go too, so that's really neat. I like to ask my podcast guests, is there a book you'd recommend to our listeners? Doesn't have to be about buildings. If not a book, maybe a podcast or documentary or something inspired you?

31:30

Kristen

Gosh, yeah. And that changes, like every month. But I'll say the most recent one, the

one I'm listening to right now, I'm really enjoying. It's called Birding to Change the World by Trish O'Kane. It's a fascinating story of a journalist who survived Hurricane Katrina and kind of went through that trauma and then how she came to be a birder and an environmentalist. A really inspiring story and practical as well as she teaches you about birds.

31:59

Charlie

I'm going to check that out. What a great recommendation to our listeners. I'll put that in the podcast show notes so everybody can check out the book. And it sounds like it's a good one for you to read, but may be a great inspiring gift, too. So thanks for that pro tip as we start to wind down, just a couple more things as you look back on your career. Is there anything you wish you'd have learned earlier?

32:19

Kristen

Yeah, you don't have to do everything all at once. And you don't have to make big moves or go for the big things. Sort of like that saying death by a thousand paper cuts. But spend that to be positive. Consistent actions over time will make a huge difference. So I like to keep reminding myself that one step at a time, just be consistent and keep your eye on the goal.

32:44

Charlie

That's good. Slow and steady wins the race. Very cool. All right, last thing. Let's say someone listening is really getting inspired by your story. You know, thanks for sharing some challenges, some successes, some really fun projects you've worked on, and then the role you're in now. Let's say someone's just now jumping it to the green building movement. You've been in it a while. I've been in a while. And any words of encouragement for them if they're just jumping in now?

33:11

Kristen

It's very overwhelming. I think there's a there. You know, 2030 is not very far away and it's challenging to stay focused. So I think continually checking in with yourself and giving yourself the space to sit and reflect on what brings you the most joy in the work that you do and focus on that. Don't feel like you have to do everything but just focusing on what gives you the most joy.

33:39

Charlie

There you go. You heard it, a lot of wisdom, shared, some great storytelling. And again, congrats on your Lee fellow. So everybody, be sure you connect with Kristen on LinkedIn. Let her know what you thought of the interview. And Kristen, thank you for sharing your story today on the Green Building Matters podcast. This was great.

33:54

Kristen

Thank you.

33:56

Charlie

Thank you for listening to this episode of the Green Building matters podcast@gbes.com, our mission is to advance the Green Building movement through best in class education and encouragement. Remember, you can go to gbes.com podcast for any notes and links that we mentioned in today's episode and you can actually see the other episodes that have already been recorded with our amazing guests. Please tell your friends about this podcast, tell your colleagues, and if you really enjoyed it, leave a positive review on itunes. Thank you so much and we'll see you on next week's episode.