

Getting Ready for LEED v5 (and Why “Early” Beats “Perfect”) with Helen Rubinstein | Transcript

00:02

Speaker 1

Welcome to Green Building Matters, the original and most popular podcast focused on the green building movement. Your host is Charlie Cicchetti, one of the most credentialed experts in the green building industry and one of the few to be honored as a lead 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 matters. Hey, everybody. Welcome to the next episode of the Green Building Matters podcast. Every week, I get to put out a podcast. Usually I'm interviewing an amazing green building professional somewhere in the world. Today I've got Helen with us. She's a newly minted lead fellow based in New York. Helen, how you doing today?

00:49

Speaker 2

I'm doing great, Charlie. How are you?

00:52

Speaker 1

Having a great day here. Yeah, and I just love to talk about this. The green building movement, sustainability, sometimes technology, sometimes resiliency, decarbonization. I know we'll hit on some of that here, but before our listeners, it's good to kind of give them your background. So where did you grow up and go to school?

01:09

Speaker 2

Yeah, so I am from New York. Raised, not born. And I was lucky enough to grow up in a place that is kind of an epicenter for the building industry. Probably had a little bit to do with my love for it, probably. Another thing that had to do with it was that my dad is a civil engineer. So I kind of grew up with, you know, like, drawings spread over the kitchen table and absorbed a little bit of that through osmosis. So, yeah, and I went to. I did my undergrad in Cornell University. I studied design and environmental analysis at Cornell and then went to work back in New York in architecture for a couple of years and

decided that I really wanted to pursue sustainability more specifically and got my master's also in New York. I've just kind of been a townie.

01:56

Speaker 2

I don't leave. And pivoted to consulting. So I now work for Cosentini Associates, which is primarily an MEP engineering firm here in New York. We have offices all over, though. So just a joke about me not traveling, I do travel everywhere, but we. Yeah, we do MEP engineering, but we also have a lot of services in house, and one of them is sustainability. So I'm now the director of sustainability here at Cosentini, where we do a lot of green building certifications, fulfilling sustainability goals for clients. A lot of that is lead. A lot of. Well, Some incentive work, a little bit of everything.

02:31

Speaker 1

And you're in a city that has a lot of good mandates that help all of this come together. Well, Cornell right up in Ithaca, Amazing college town up there in upstate New York. That must have been fun. But back to. Back to the city, I'm in Atlanta, but I love New York. When I built up my green building companies, where I spent a lot of time in New York. Okay, so that was the great background. But sustainability, clearly, you've now made a career of it. When did it first showing up for you?

02:57

Speaker 2

Yeah. So, I mean, looking back, it's kind of always been there. Now that I think back on it, you know, I kind of preferred Captain Planet as a cartoon growing up, and I actually became a vegetarian in high school, even though that's. I don't even know what compelled me. There's nobody in my family who was into that. So I've kind of always been a little bit of a conservationist at heart. But I really started to dive into it at Cornell there. There was a professor there that taught a couple of sustainability classes. So I took all the sustainability classes that were available at the time. And my career, as it exists now didn't really exist at the time, so it was just something I was interested in and passionate about.

03:41

Speaker 2

But I went to work in architecture, and it was always kind of brewing in the back of my mind. And that's when it started to come up in the industry a little bit more. And when I kind of saw, you know, some evidence of it coming up, I wanted to integrate it into my work, but I wasn't quite sure how. So I decided to go back to school for it, and it happened to align with when programs were

springing up. I think I was in the second or third year that Pratt, which is where I got my master's, had that sustainability program. So it was perfect timing. So I went back to school for sustainability and then decided to just pivot completely to consulting, and I came to work for Cosentini right after that and just decided to dedicate my life to sustainability.

04:21

Speaker 1

Well, and you have, and you've been honored with the lead fellow, which is amazing. So. So let's talk about maybe some projects of past, and in a minute, we'll talk about what you're currently working on, but just, you know, have you had exposure to all kinds of different projects, Any kind of favorite project types to work with?

04:37

Speaker 2

Yeah. So one of the things I've been super grateful for working for Cosentini is we're A boutique engineering firm, but we work all over the country, all over the world on a vast range of projects. So I have been fortunate to work with a really wide spectrum. I've done office, residential, hospitality, obviously, but also like museums, schools, universities, fire and police stations, military projects. So really worked on like a lot, a variety of building types. Some that I'm particularly proud of. Well, one that just got a lot of attention and rightfully so, was the St. John's terminal, which is the Google headquarters here in New York. That was a project that I worked on and we made that project, made platinum and I'm super proud of it.

05:26

Speaker 2

And now it's kind of getting a lot of accolades and a lot of attention and I'm just kind of proud to have been a part of it project.

05:38

Speaker 1

So that one's different. I think they had another big building too. It's a big retrofit. So it sounds like they're expanding their footprint there. That's a cool project, I love that.

05:46

Speaker 2

But what else I also wanted to mention because this is just a highlight of my career so far, I don't know that I'll be able top it, although I will try, is I did get a chance to work on the Ford Motor Company's Dearborn campus transformation.

This was a multi year, more than decade redevelopment of their corporate campus in Dearborn, Michigan. And they contracted me as, on behalf of Cosentini, as their in house subject matter expert, which is very unique because oftentimes in my projects we are hired, or I am hired as you know, the consultant to be a part of the team. And in this case were hired to be the in house subject matter expert to act on behalf of the owner, which was a unique relationship.

06:33

Speaker 2

It was a very amazing opportunity just because of the huge, you know, like, level of the project. It was, you know, several hundred acres, more than 100 buildings, some undergoing renovations, some undergoing refresh, some undergoing new construction entirely a lot of infrastructure support work, but also very interesting to act on behalf of the owner and have a lot of insight into their policies and be able to affect a lot of change. So just a monumentally amazing opportunity. Yeah.

07:05

Speaker 1

And that was what a unique opportunity, but such a large company, a big footprint and that's their campus and that matters. And yeah, almost like a staff extension. They brought you in and said, hey, let's plant you here and help us out. So I mean, that's good. What else, as you look back, have you had any mentors along the way? Anyone? Sometimes a mentor is Someone we look up to from afar, read their material, see them on stage. They influence us. Sometimes it's someone we meet with, maybe have lunch. They challenge us, they open doors. Have you had any mentors along the way? Yeah.

07:37

Speaker 2

You know, I'm glad that you give, like, a wider perspective on the definition of a mentor, because I think. I think that's an important thing. I think there were definitely people in my life. It's been hard to find somebody who has guided me through this career because, you know, sustainability is new and evolving. It's hard to find that exact person, which is why I've worked a lot as a mentor to, you know, students and stuff to make sure that they have a little bit of a pathway. But there have definitely been people who have been so pivotal in my. In my education and my career. I mean, in particular Rhonda Gilmour, who was my student advisor at Cornell.

08:17

Speaker 2

She was absolutely pivotal in just setting me on the right path because I came in, I had actually started my freshman year as a business student. Don't know what I was thinking. Not for me. And I had to pivot to interior design or interior architecture. And I was, for some reason, just hell bent on finishing in. In my four years. So I wanted to finish that program in three years, which was wildly optimistic. And I came to her and I was like, you tell me how to do it and I will work my butt off. And she did, and she didn't even hesitate. She laid out a path and I walked it, and it was very hard. But she helped me accomplish the thing.

08:58

Speaker 2

And not only did it set me on this path of, you know, loving buildings and working in the building industry, but it kind of taught me early on that I can hard thing do the impossible thing. And I think any time in my career, a challenging thing has come up. I've just looked back at that opportunity that she gave me to do the nearly impossible thing and thought, I can handle this too. So I have to give credit to, you know, just an absolutely amazing educator. That was Rhonda Gilmour and also the green guru that I mentioned at Cornell, that was Jack Elliott. He taught the sustainability classes that he still does. I've gone back to guest lecture in his classes, and he was a wonderful and inspiring educator. Still, still. Is that. That really, you know, started to spark that.

09:48

Speaker 2

That love of sustainability early on.

09:51

Speaker 1

Yeah. Wow, what great mentors. You're right. Sometimes you don't recognize it maybe till a little later, and it's like, hey, you know what? They had some influence that was great. So anything else? Kind of as you look back, what else is on the highlight reel? Any other accomplishments you want to point out so far?

10:05

Speaker 2

Well, I mean, earning the Lead Fellow was just, I don't know, I was shocked. I was grateful. It was a lot of hard work to earn it. You know, it's kind of awarded for your expertise over the past decade, demonstrating the projects that you've worked on, demonstrating the commitment to the industry that you've shown, the mentorship education that you've provided. And I am really proud of the work it took. I didn't do it in service of earning the Lead Fellow, but I did it because I sincerely love my career, I love my job, and I'm happy to contribute

back to the industry. So doing all of that was just participating in the industry the way I know how and the way I want to do that. But it was amazing to kind of get recognition for it.

10:53

Speaker 2

So I'm super proud of it and very grateful.

10:56

Speaker 1

Well, congratulations. It is a big deal for our listeners. There's 200,000 lead professionals in the world over the last 20ish years and only about 400 that have been named elite fellows. So it's pretty cool club. So we'll have to get your green jacket soon. So in the middle, no congratulations. So, okay, let's talk present day. You talked a little bit about your company. Tell us a little bit. What's a day in the life of you right now? Anything exciting you're working on?

11:24

Speaker 2

Day in the Life. Well, I mean, so a lot of what we do is still the green building certifications. So we do a lot of lead work. Right now our focus is on preparing for Lead version five, which is coming fast and furious. It's around the corner. And I'm really excited for this new version because it does incorporate a lot of things that are important to the building industry, are important to us as building occupants. I'm very excited that this new program, the new version of the program, has incorporated things like resiliency and accessibility a lot more. So right now we are preparing for the new version. That includes talking to our clients to make sure that they're prepared for it. That means educating developers on what some of the additional requirements might be, what they need to ask of their teams.

12:16

Speaker 2

It means preparing our engineering teams here in house on what the new requirements are going to entail and how does that align with their building practices and their design standards. So it's a lot of work, but it's very exciting to do.

12:29

Speaker 1

Yeah. So walk us through. Like, when do you get involved? Because it is unique, right? You're with this large consulting engineering firm, and you're this SWAT team doing all the rating systems and strategies. So. So is it sometimes

that, you know, you're brought in a little earlier, or does your team just kind of bid on more scope? So, you know, how do you get an assignment?

12:48

Speaker 2

I mean, ideally, we're brought on as early as possible because the whole goal is not to come in later, change up a design, or add things to the design. The whole goal is to integrate early so that you're shaping the building programming and some of the earlier decisions in a more sustainable way and encouraging them to, you know, be more efficient in design. Consider additional, you know, measures of sustainability that might not have been integrated. Integrating them early means you don't have to change things later. So that's always the ideal. We do a lot of work with some developers and some architects who just know our name.

13:28

Speaker 2

And so we have a lot of repeat business, which is great because that also means we might have worked with them on a project before and they're thinking about how to do that again or how to incorporate sustainability again in their future work, maybe even build on it and do more. Sometimes we do get a project that hasn't considered sustainability, and if we are bidding on it early, we get an opportunity to talk to them about their goals. What are you. Are you looking to just meet code? Are you looking to market your project against competitors? And where does sustainability fit into that picture? And that's a great opportunity because, you know, especially if they're not aware of it, we can educate them, and that serves the industry as a whole.

14:08

Speaker 1

Okay, so, Helen, it sounds like you've got offices and some amazing cities, some of my favorites. And. And so your New York office, it does the sustainability for all of. Of your company's coverage. But you were saying it's kind of a small and mighty team. A lot of. A lot of. On our rating systems to keep up to speed on, huh?

14:25

Speaker 2

Yes. So we do have. We have a small but mighty team. It has changed in size between two to five people over time. But right now we're on the smaller side. But our team, which is based in the New York office, actually serves all of our different offices. So we have offices in our biggest offices in New York. We do have substantial office in Boston, Chicago, and Miami as well. And our

sustainability team gets to work alongside our engineering colleagues in all of those offices. And that means working on projects, and not just those areas, but all the regions that they cover. And that allows us a great opportunity to work with, you know, projects of all types and serving the needs of all of those offices.

15:08

Speaker 2

Largely, we still work with leed, and that's still the most popular, but we also do a lot of work with. Well, we do enterprise green communities, green globes, or whatever that region might require. So, for example, we have a Florida Miami office. We do Florida Green Building Coalition because that's the regional requirement down there. So we cover a lot of ground, literally and figuratively.

15:31

Speaker 1

Wow. That's a lot of. Not just rating systems, regional mandates. And then There's Local Law 97. Some of my recent podcast guests, we've been kind of agreeing that in some areas, maybe you don't say esg, you might say decarbonization or resiliency. Maybe you can pick a new umbrella. That's okay. In my opinion, I want to give our listeners permission. Do the work you want to do. But under these, maybe newer titles if you need to, if you have to. But I don't know. There's obviously a big decarbonization push, right. New York City.

16:01

Speaker 2

Absolutely.

16:02

Speaker 1

First to, you know, mandate a series of very stringent local laws from local law 84, 87, 95, and now 97. So there actually are penalties. Right. If you don't retrofit those existing buildings. So I don't know, you're in a place where it's kind of demanded, but it might not demand lead. And I don't know, what are you saying there in New York?

16:25

Speaker 2

Yeah, absolutely. So New York does have the local laws which are pushing decarbonization. We actually, because we're working alongside our Boston office. Boston has the stretch code, which is pretty stringent. It's actually one of, if not the most stringent in the country. It's surpassed California. So we happen to work in areas where decarbonization is being pulled up from the rear, not just

pushed from. From the front. And that has really helped. It really makes the conversation a little bit different when you talk to clients about sustainability, because it's something that they are already more familiar with, already looking to and has to be part of their. Their planning.

17:03

Speaker 1

Got it. Okay, that's great. Okay, so that's kind of current day, you know, just what you're working on at your. Your company there. Let's talk about the future. So I love to ask my podcast guests, you know, what do you think's next? What are you reading up on? What are you excited about? What's next in this green building? Movement, this healthy building movement.

17:20

Speaker 2

Yeah, I mean, decarbonization and electrification are definitely going to become bigger. That's, that's definitely already something the industry is picking up. I, I'm hoping that the future includes regenerative. Regenerative buildings. Not just, not just doing less harm, but doing a little bit more good. I don't know how far away we are from that, but I'm hopeful that the more sustainability as a movement expands, the more it's accepted, the closer we are to buildings that actually pay back to the planet.

18:01

Speaker 1

I'm glad you've brought that back up. I mean, regenerative design is the ultimate goal, right? I mean, we. It's one thing to do, let's save some energy. And lead's done a good job as being a program that's going to say, you know what, if you want a green building, here's a pretty comprehensive program. You can get a third party validated and yes, you're deserving of this, but then you have net zero. Then you might have zero carbon, but you nailed it. What about regenerative? How do we start replenishing the damage that unfortunately the built environment's done? And I'm in Atlanta. I went to Georgia Tech selling the Candida Building. It's arguably one of the greenest buildings in the world. If you've not been, if you're ever in Atlanta, let me know. I'll line up a tour. So, yeah, regenerative design, I don't know.

18:42

Speaker 1

I mean, are you seeing some of that out there? What kind of projects? You know, any living building challenge access or. Not yet, but hopefully down the road.

18:51

Speaker 2

So we offer living building challenge. It's just not really something that we've worked a lot with where, you know, we get asked to evaluate it from time to time. But I think that there isn't a lot of that in the major cities or as much yet. I'm hopeful that it keeps growing.

19:12

Speaker 1

We'll get there. Okay, so regenerative design, make sure our listeners. That's the ultimate goal here. Let's get to know you a little bit more. What would you say is your specialty or gift?

19:22

Speaker 2

So I'm particularly proud of my ability to work with construction teams. This is something that I had to learn early on, and I'm proud that I was able to kind of adapt and nail it. It's not really like a trick of any kind. It was more that at some point I really learned how to coordinate well with construction teams by just understanding their particular priorities, constraints, concerns, and really working with them. I think in particular the construction industry has done things in a certain way for a long time. They really know how to build a and sustainability at least when I, you know when I came to the industry was still new and at and perceived as an add to their workload and lower on their priority list. And I really had to learn fast how to work well within their timeline, their process.

20:21

Speaker 2

And I think doing so really helped change up the conversation and made it a lot easier to collaborate to find solutions to things. So that's. It's a skill that I'm proud to have gained.

20:34

Speaker 1

It's super important and I know you're leading a team there too and you know this work isn't easy but even one building at a time, you know, that's pretty big impact. You're working on some sizable projects too. Just you know how many kilowatt hours saved, how many equivalent of trees off the road too. Sometimes you got to remind everybody the why and it sounds like you're a great communicator and I'd call that sustainability leadership there self. Okay. I love

asking that question. Do you have any good habits, routines that help you stay on point?

21:02

Speaker 2

Yes, I have lots of those. I am a very regimented person. So I, you know I said earlier I became vegetarian early on. I've always tried to eat healthy. I've always been athletic and act stayed very active, really value sleep. So I've always tried to maintain a good sleep schedule. I think that's important no matter what industry you're in and try to achieve some work life balance. But I think like the big thing that I'm probably known for is I'm a huge list maker. I have my tasks for the day. Those are written in a list. I have my goals for the year written in a list. Life goals, travel, destination, wish list, everything. I'm like a big list maker.

21:44

Speaker 1

Love that. Yeah. Thank you. How do you like pen and paper or notebook? Do you like digital? Like what tools do you use to make your list?

21:53

Speaker 2

All the tools. Everywh list on my desk on paper.

22:00

Speaker 1

I do too. I, I use trello some but then I use iPhone notes and I sometimes I find I just need to write it down to get it out of my head and trust.

22:08

Speaker 2

Exactly.

22:09

Speaker 1

Put it somewhere and I can get back to it or else it'll jump around up there. So. Okay, so those are some great habits. Yeah. Thank you for sharing and well then that kind of gets me to another question about bucket List. So do you have a bucket list and what are a couple things maybe on the bucket list?

22:27

Speaker 2

I absolutely do. It's written out in a list somewhere. But I think professionally right now I'm working on more speaking engagements. It's something that I

have only done a couple of times and I've loved doing it. So right now I'm finalizing an application for Green Build, and, yeah, that's next on the list.

22:50

Speaker 1

I love that. I hope you get into Green Build and others. I mean, I bet you'd be a great speaker out there. So, all right, some speaking engagements, but I always get. Is there a little travel or adventure? I don't know, somewhere you want to go back? Give me a couple destinations. Always.

23:07

Speaker 2

Always. Yeah. Travel is very big. I was raised to. My parents are huge travelers, and it's always been like something I was. I was raised with. So I actually just got back from Montreal in the middle of winter, so I embrace adventure. Hopefully somewhere a little bit warmer next time. But, yeah, I'm the kind of person who is all game for going ice skating on a frozen lake outdoors in the middle of winter in Montreal, so.

23:37

Speaker 1

Oh, I love Montreal. You get the French influence. It really feels like a European city right there and not too far from where you are. And then Toronto is kind of a little newer, more modern. Right. Totally different cities, not too far apart. So. Okay, that's. I'd love to hear more about the Bucket List one day. So I like to ask my podcast guests, hey, is there a book you'd recommend? It doesn't have to be about buildings. If not a book, you know, podcast or documentary or something.

24:03

Speaker 2

This is hard to narrow down. But I. I think the one that I would recommend, because I do keep coming back to it myself, is a podcast called How I Built this. Do. Do you know it?

24:14

Speaker 1

Yeah, that's a great podcast.

24:16

Speaker 2

I love it. Yeah, I think it's so. It's so applicable to, like, lots of different things. So for, I don't know, for anyone who doesn't know, it's like a long format

interview of a founder of a company or an inventor or a business leader on where they started and how they built up their company. And it offers so much insight into, you know, how to get something off the ground. So it's, you know, for people who are business minded or not, for people who think about outside the box, like, innovate innovative ways they come across, like, doing things, it's just so. It's interesting and it's very informative and I think a great listen and lots of lessons to be learned for anybody at any stage of their career in any industry. I just think it's so fascinating.

25:01

Speaker 1

What a great recommendation. Okay, I'll put links there in the show notes. Everybody can link over. And that's a good reminder. I need to get on some of the recent episodes. So just a couple more things as we're starting to wind down here. I love learning about your journey as you look back on your career. Helen, is there anything you wish you'd have learned earlier or any career advice you wish you'd have heard earlier?

25:22

Speaker 2

Yeah, well, this is something that often comes up because I do a lot of mentorship work, whether it's through Cornell or Pratt or Tetra Tech, the company that owns Cosentini. So I've done mentorship through all of them, and lots of things come up about, like, lessons learned and. And what you need to know in the industry. So a lot of this has come up in those conversations. But I think there's two things that I kind of keep coming back to and keep repeating in those conversations, and they're equally, to me, they're equally important. One is, the first one is that you can be the expert in the room. Like, you can just learn to be the expert in the room. And I think that's something that's.

26:00

Speaker 2

That was hard for me as a young person when I was just starting out to grasp that, you know, if there's a thing that other people in the room don't know, you can go out and figure it out, and you can become the expert in the room. One example of that was, like, when I was. When I was just starting here at Cocentini, I think were on lead version two, and there was a lot of confusion on how to do the stormwater calculations. Like, those were really confusing at the time. Like, what standard do you use? There wasn't one listed, and nobody really knew how to do the stormwater calculations.

26:32

Speaker 2

And so I just went and I talked to the civil engineer, and I talked to the plumbing engineer, and I called up some professor at some university who is, like, an expert in soil infiltration. And I put together these calculations, and then I had all the experts I could find, you know, review them and clear them, and we use those calculations. And I think it was that time that made it click in my mind that, like, if there's a problem, you could be the one to solve it and become kind of the expert in the room on it. So I think that's something that, especially if you're a younger person, it's helpful to hear that, like, that's. That's just what it takes, you know, some. Some will and some fortitude.

27:13

Speaker 2

And the second and equally important thing, I think is to always, at every point, remember that you don't know everything about everything. I think that's something that I try to remind myself every day because it reminds me to ask questions of everybody in the room. And that's particularly important in the building industry when, like any project, you have a lot of team members and everybody has their reason and their way of doing things, and some of those might be for a reason. And you might think that, you know, you might come in with a solution. But it really requires that you ask everybody in the room why they do certain things so that you're really solving a problem in a particular way or that you're really finding a solution that's going to work.

27:54

Speaker 2

So, you know, keep in mind that you don't know everything and ask questions of everybody, like, why are things done a certain way? I'm not sure if I described that well, but like an example of that, we had a building project where we were trying to achieve a higher level of water savings. And the on its base solution was just, you know, cut the water in the faucets down to a lower flow. And went around and we asked, you know, we asked the building operator, are you comfortable with this water flow? And they were. And then we asked the plumbing engineer, like, will this flow work? And it actually wouldn't have, because the instantaneous water heaters located under the sinks wouldn't kick on the hot water at that flow. It had to be just high enough to kick on the hot water.

28:42

Speaker 2

So, you know, it sounded great. Like, we'll just reduce the flow on the sinks, but, like, you really have to talk to everybody in the room and like, why things are done certain way. And ultimately we found a better solution. We, you know, reduced the waters elsewhere. But I think it's. I keep that in mind to just, you

know, it's a great reminder. You have to, like, understand why things are done a certain way and remind yourself that, like, there's a lot of knowledge to be learned and to keep learning it.

29:09

Speaker 1

That's great. I mean, some things I heard. Stay curious, you know, but. But if you do recognize you're the subject matter expert in the room, speak up, right? I mean, that's part of. You want to share. It's like, hey, and pervert's asking really good questions too. So, yeah, I think everybody, hopefully hearing that, will say, okay, maybe that could be a little earlier in my career than waiting and waiting for others to speak up. So. All right, last question. As we wrap up. Let's say someone's listening right now. They're getting really inspired by your story and they're just jumping into the green building movement. It's been good to you. It's been good to me. Any words of encouragement as we come to a close to someone that's just now jumping in?

29:47

Speaker 2

Yeah, absolutely. There's a lot of information that you can get just out in the industry. I think one of the wonderful things about sustainability in the building industry is it really is a community. Everybody is so willing to share knowledge. You know, at these conferences, nobody is kind of gatekeeping anything. They're showing up willing to share information. There are free webinars all over the Internet about all these topics because for one reason or another, the industry is just trying to get this information out there, trying to share knowledge. Everyone's willing to share that knowledge. And so if you're just starting out, there's a lot of information just readily and freely available. So pick something that sounds good to you, appeals to you, just ignites your passion.

30:38

Speaker 2

And I'm sure that there's so many, you know, podcasts about it, YouTube videos about it, books about it that you can easily find and just get on your way.

30:47

Speaker 1

Oh, what? Great advice. This is a community that people are willing to share information. A rising tide lifts all boats, as I think JFK quoted. So to the listeners, hey, thank you for listening this week. Make sure you connect with Helen on LinkedIn and keep up with all the great work she's doing and her team there at Cosentini and in my favorite city, which is New York. So, Helen, thanks for being on the podcast today. This is great.

31:11

Speaker 2

Thank you, Charlie.

31:14

Speaker 1

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