

## **Rise & Resonate: Sustainable Communities with Architect Don Jacobs | 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. Green Building Matters.

**00:33**

Speaker 2

Hey, everybody. Welcome to the next episode of the Green Building Matters podcast. While every now and again I do a public service announcement podcast, usually it's interview style, top 3% of all podcasts in the world. If I haven't thanked you, thank you to our listeners. And you know, this green building movement's been so good to me. I just want to continue to share some encouragement. I think that's what we do with our interviews here. Today I've got Don Jacobs on. Don came to me through a great pair of friends, Daniel Bhavna, and I just can't wait to unpack his story. Not just around architecture and the companies he's built, but also just sustainability, because I can tell it's in his DNA and in the ethos on everything he touches. So, Don, how you doing today? Welcome to the podcast.

**01:13**

Speaker 1

Look, feeling great. Yeah, Southern. Here in Southern California, out in California.

**01:18**

Speaker 2

I'm in Atlanta, Georgia, and just can't wait to get to know a little bit more about you. So help us there. Don, take us back. Where did you grow up and go to school?

**01:27**

Speaker 1

Well, closer to you, actually. I was born in Cleveland, raised Indiana, near Muncie, Indiana, in very rural area. And then when I got ready to go to college,

there were no other than Notre Dame, there were no architectural schools at the time in Indiana. So I ended up at the University of Cincinnati. It's a co-op program. And that my last two years were spent at SOM in Chicago as a student. And they gave me the opportunity to transfer to San Francisco in summer of 1967 when I graduated. So that's what got me to the West Coast.

**02:09**

Speaker 2

Okay, so that's that origin. When did sustainability show up? Was it in your studies or your upbringing or maybe later in your career? When did that start showing up for you?

**02:18**

Speaker 1

It started showing up when living in San Francisco having seen Sea Ranch started in 1965 and this is their 60th anniversary year, coincidentally. And I think it started when I visited Sea Ranch and saw that Lawrence Halperin's plan was exceptional, something I'd never experienced before. And at the time, in the late 60s, early 70s, they won every environmental planning award there was to win because of their forward thinking on how you plan a community for sustainability and so many other things as well. And it's been a very successful community. I worked at SOM in San Francisco for three years. And then upon receiving my license in 1970, I opened my office at Sea Ranch. And I was there for 16 years, designed over 100 custom homes.

**03:24**

Speaker 1

And being a young architect when I moved there, I was 28, not really having formulated a design philosophy or anything like that other than SOM and in my Bauhaus, instructors from Cincinnati, I embraced the whole Sea Ranch design philosophy of working with the land. The, you know, their philosophy that Halperin set up was that this land and the ocean views, the forest views are so dynamic. Let's not put buildings in there that draw your eye or distract from the view so you can look at it in another way, in that the best building that could be designed would be one that nobody sees. You know, architects don't work that way, but that would be the best you could do. But with that in mind, you then strive to build a design, a building that disappears into the land as much as possible.

**04:34**

Speaker 1

And I totally embraced that. My people I learned from were Bill Turnbull and Charles Moore, who were doing work there. And that became my philosophy.

**04:48**

Speaker 2

Okay, so that was, you know, early 70s, right? You're leaving SOM, you start your own firm and then Sea Ranch, you know, we had. I wasn't quite born then, but energy crisis, it maybe just had the first Earth Day. I mean, you know, are we talking even some early solar panels or. No, just. Just overall, let's really talk about really building with nature. I'm sure there's a lot to do with some thermal massing, but I don't know what kind of techniques there. If you give us a rewind in the 70s.

**05:17**

Speaker 1

Well, another important person, David Wright, who was one of the early pioneers of passive solar energy and has written some really good books about it, he now lives in Grass Valley. He moved there to Sea Ranch and I believe in the early 70s for a while. And I learned from him a lot. And that added to the rest of the design philosophy at Sea Ranch. Interestingly enough, some basics are that the wind blows out of the Northwest. Those are the winds you have to protect from if you want an outdoor area. So on the south side, well, then on the south side, you also have passive energy availability to do that. I tried to use that as much as possible. He did, I think three or four houses on the Sea Ranch that were again I learned from quite successfully.

**06:17**

Speaker 1

Then he moved on to like I say, Grass Valley. But the some of the other things sustain. Let's talk about sustainability at Sea Ranch for a minute. The there are no lawns at Sea Ranch. So you automatically don't have to worry about excessive water or someone putting in a Astroturf because there are no property fences allowed at Sea Ranch. So all the houses become in a field or in a forest. And the only. And also this is one of Halperin's rules was that all landscaping shall be native Californian. You could do something inside your courtyard but not that was visible. And the materials, the redwood, the cedar exterior blends to gray so the houses blend in. That was see what else there. The something as simple as no light. The source of light being visible from neighboring property or streets.

**07:20**

Speaker 1

And parking cars have to be screened lights, you can't have a light. The source of the light shown on the outside of the house. So all of these things were done to create a mood, so to speak in there. And I've been back a few times, actually

quite a few times to see Ranch and particularly in the last couple of years and it works. You know, there are a few houses that you wonder how did that happen? But that's always the case. You've got 5,000 acres so you can accept that. So anyway, I then I had to. Because of my first wife's health situation, I had to leave sea Ranch in 1986 and move to a firm in Southern California. About 12 or 15 people doing most of builder housing. And I thought okay, this is my chance to make a difference there.

**08:16**

Speaker 1

Much more difficult, much more difficult. Now it's a little easier. But back then trying to do something that was sustainable was almost impossible.

**08:28**

Speaker 2

And that's jzmk, right?

**08:31**

Speaker 1

That is correct, yes. With my partners. Yeah, with we. We took the firm. I think we joined we the four, the partners became JZMK in the early 90s and we took it to a 75 person firm internationally and had work all over China, the Middle east, in like six different countries. And some of that's still going on. I left the firm in 2017.

**09:01**

Speaker 2

Yeah, I was looking at the website, you're right, some international work and it looks like, you know, some commercial but a lot of great planned communities. And you know, I've built my career the last 20 years on programs like LEED the first LEED projects were certified in the year 2000. 25 years of programs like that. You know, did some of your projects go after certifications over the years, or was it more just baked in sustainability best practices as just common practice?

**09:29**

Speaker 1

No, we did some lead projects in JZMK and we assigned someone. And this was a major hurdle for me to convince my partners. But, okay, we need someone to understand this and make it happen. And they did on a couple of projects. And then we realized, you know, we're better off to hire someone like you, an outside firm, instead of having it in house. So I don't know if they're still doing that would hope so. I tried to. The one project that. The commercial

project I've been working on and finished is a wine tasting room in the Shenandoah Valley in east of Sacramento wine country area. But I was unable to convince the owner on that. But.

**10:19**

Speaker 2

But you're right. Sometimes you sub it out to consultants, sometimes you. You build it up in house. But. And so, yeah, there for. For quite a long period of time. I do like to ask, just on the career, though, have you had some mentors along the way? You know, Don, sometimes a mentor someone you. You read their material, maybe you see them from afar, they influence you. Our mutual friend Daniel, of course, influenced by Frank Lloyd right there and where he was trained. But then you also have mentors that can meet you for coffee and challenge you or open doors. Have you had some mentors along the way?

**10:50**

Speaker 1

Sure. I think that working at SOM was probably, to me, like getting a master's in architecture, because it was very different and very exciting. I worked with people like Walter Netsch and Bruce Graham in Chicago and then the designers at San Francisco. There was a discipline there that came to me that I did not have before and a different understanding of architecture. All those people at SOM were focused that way. There were three other mentors, all of them, interesting enough, were clients at one time at Sea Ranch. One, Henry Whiteside, was my. I call him my intellectual mentor. He was a man who was always trying to introduce me to the latest books that I should read. And I listened to him most of the time.

**11:51**

Speaker 1

And even at 92, when he passed my conversation with him, I designed three houses for him, actually his family. He was telling me he was blind at that time, but he was so excited because he had just finished an audiobook program on a Greek mythology. And so he had this energy about continuous learning that I appreciated and enjoyed. I had a fellow by the name of George Wickstead, who had been design committee chairman when I arrived at Sea Ranch. He was a fellow of the American Institute of Landscape Architects. He was my professional mentor. He looked at my grading plan and said, you know, architects don't have enough understanding of grading in school, so let me teach you. And so he did, and that was great. And he was again, professional.

**12:47**

Speaker 1

And then business wise, there was a guy named John Wingate who also was a client and very successful businessman. And he was actually one of the reasons I came to Southern California. So I revere all three of those men for being there for me in my formative years.

**13:09**

Speaker 2

Those are, those are some great. I love the client mentor too, and I've had some of those myself. One more look back on just so far. What's on the highlight reel. What are some of your proudest accomplishments?

**13:22**

Speaker 1

Well, I think the hundred houses I did at Sea Ranch, I won like 27 national and local awards for them. But the thing that makes me most proud is that there isn't. Most of them have passed away, unfortunately. We were original clients, but I couldn't meet any. I could not meet any one of those people on the street and still be friends with them. I worked very hard to make that client, architect, contractor, trio work and as a team. And that was, I think, one of the reasons why I was successful because Sea Ranch had a very good stable of great contractors and workers and carpenters. So there was a lot to pull from there and that. And in the chapel, the Sea Ranch chapel, which has become an icon, I was the architect for it.

**14:26**

Speaker 1

James Hubble was the sculptor designer that I worked with to create that. I don't know if you saw that on the website at all or if you've seen it before, but it's. You know, Charlie, one of the things I've learned over the years is that every once in a while you've got a team and everything falls in line and greatness happens. Doesn't happen all the time, but when it does, wow, it's great. And I think that Sea Ranch is one of the results of that. You know, I'm not going to go through all the people but Al Boki, Lawrence Halpern, mltw, those guys and the rest all came together through interesting circumstances and magic happened and it's still wonderful after 60 years. I think the chapel was much that way.

**15:21**

Speaker 1

The people who donated it were my clients and came to me and said, we want this to happen. And from. And all the workers who worked on that realized this once in a Lifetime chance. And we made it happen. So that Sea Ranch at the chapel at Sea Ranch, my clients and the fact that I was able to take a small Orange county firm that just did builder housing with my partners to an

international level, that it is now. So it's been an interesting ride. I lost your audio.

**15:59**

Speaker 2

There we go. Sorry about that.

**16:01**

Speaker 1

Okay.

**16:01**

Speaker 2

Yeah, for our listeners, I'll put a link too, so you can really check out Sea Ranch and just this amazing project that we've been referencing. Okay, Don, so let's talk a little bit more about what maybe AIA has meant to you. I mean, I saw you active there over the years, too, and maybe just in general, you know, this profession. Any highlights there?

**16:21**

Speaker 1

Yeah, I was chairman of the Housing, National Housing Committee back in the early late 1900s, I believe. 1995, 90s, 1990s, I believe it was. And that gave me an entree to a number of things. One them that was most delightful since my heritage is very Polish oriented, was an invitation by the United States Department of Agriculture to visit Poland and lecture to builders over there on American wood products. So that was a great benefit of being in the aia. I have always supported it, been a big fan of it. I recently gave two lectures on Sea Ranch. One at the local AIA office here in Orange county in April, and then in August, I gave one at the wine tasting room in outside of Sacramento to the Central Valley Chapter. So both were sold out, which made me feel good about that.

**17:26**

Speaker 1

But I have a few other tentative ones lined up. So that's. I'm kind of semi retired. You know, I'm still working on things. One of the things that I'm enjoying working on mostly right now are houses I designed 50 years ago that the owners have come back to me and said, you know, it's been two or three owners in between. We'd like you to restore it to what you originally designed because it's kind of gotten off track. And I really enjoy that and appreciate working on those.

**17:59**

Speaker 2

Yeah, I was going to ask kind of present day and. And so it sounds like still having fun. Some semi retirement. And I know you and your wife are involved with a nonprofit. Should we talk about that?

**18:12**

Speaker 1

Sure. We always use this line when we meet new people. They ask, well, where did you two meet? We've been married 32 years now. Well, we met at a homeless shelter and literally we did. My wife and three other members of the building industry started an organization called Homemade in Orange county in 1989 to build shelters for the basically the transitionally homeless and not operate them. They worked with caregivers to manage them. And the first. One of the first ones that they had was called Precious Life Shelter in Los Alamitos, California that takes in unwed mothers, our mothers to be. And she was there representing the board of Homemade. And I was there because we as an architectural firm and donated our services to do a site plan, a master plan in the first buildings. Well, fast forward.

**19:13**

Speaker 1

I just finished design of the sixth shelter for the campus and probably my last one that has been very successful. The Homemade also became very successful in that they. And they've been involved in all six building all six of them. But in 95, my wife and the board nationally and now I believe they have 19 chapters from Hawaii to Florida and very successful. It's been essentially the basics of how the program works is that a care facility will contract with Homemade. They need a shelter built or expanded either way. And Homemade then brings in a builder captain hopefully someone who's building housing or a project within close to where the project needs to be. And then they bring in their contractors, consultants, and we all chip in and do this all pro bono and it gets built.

**20:19**

Speaker 1

And it's been a wonderful organization to be a part of. I was on the board for many years, but am not anymore. My wife still is. And that's kind of a quick summary of. Of. Of Homemade. Always be. It'll be. Well, it's my wife's legacy. You know, she. She's very proud of having done that. And I think that the numbers in the hundreds of thousands of beds that we've created for people. Yeah.



**20:50**

Speaker 2

Such important work. I'll put a link there to. To Homemade. And I can tell you're proud of her and proud of the organization there. What impact. You know, you've seen a lot in. In your career. You know, probably different seasons. I want to talk about the future next, but anything else stand out maybe with the architecture profession? You know, I think you know, but for example, I'm building a tech startup that's an AI tool for architects. How can we ingest your previous greatest hits and. And really help you get that first draft much further along faster? So I don't know. What have you seen? If you look back at some different maybe inflection points in your architectural career. That wasn't on the list, Don, So I'm throwing that one at you.

**21:34**

Speaker 1

That's okay. Well, of course the biggest one is the computer because when I was starting and even at Sea Ranch into the, you know, the mid-80s. Everything was. Was hand drawn and. And then the computer came on and whether good, bad or indifferent, I by that time was in A. @ JZMK, more of an administrative and marketing role than sitting down and learning it. So I never really learned datacad or autocad, any of those programs, the early programs. And that's both good and bad. I still do hand sketches, but I have enough people that I've worked with that transfer to computer program as soon as possible. And I'd say that's the major one and all for the good. And AI, of course is a whole different idiom, for lack of a better word, that we don't know quite where that's going.

**22:47**

Speaker 1

But I'm glad to hear your. You're on the forefront of it. And not surprisingly. Oh, we're.

**22:51**

Speaker 2

Thank you. We're working on. And we set out. My co founders were all architects and we want to make sure we're the AI tool that doesn't kill the architecture profession. It helps. Say the junior architect that had to detail stair drawings for two years before they did anything cool.

**23:07**

Speaker 1

Right.

**23:07**

Speaker 2

Problem solver. Let them actually do the creative work. So. So maybe one short follow up to that is. Which parts of what an architect does do you suggest never get automated?

**23:19**

Speaker 1

The creative, I think the creative part and the interaction with the client. One of the reasons, well, it was time to turn over the firm in 2017 was I wanted to get back to working face to face with my clients on a custom basis. And I did a house in Napa Valley and then wine tasting room and some other stuff. But I like that I had missed that interaction of working with a couple or an individual on a building. The developer, commercial client is interesting, but very different. Not as personal.

**24:11**

Speaker 2

Here you are. Okay, so let's talk about the future. You know, this is the Green Building Matters podcast, but just kind of with the built environment and of course with sustainability, is there anything coming at us that you're kind of reading up on, you're excited about? What do you think's next?

**24:26**

Speaker 1

Boy, I have to say that I think things you're going to do to the current administration, things are going to be on hold for a while. I'm sure you saw that denial of climate change that he did at the UN and that doesn't help us at all as far as moving the green movement forward or anything sustainable. So I think we have a rough patch we've got to get through here. And I think the only way we're going to get through it is so many of the projects that have momentum. I just saw that the Danish tower wind generators were back on track after they were shut down. I believe that's in the east coast, things like that. They're already in progress and unfortunately, you know, the benefits of financial benefits are ending next week for buying an EV car.

**25:29**

Speaker 1

So all of these things I think are going to put a bit of a damper on it. And like I say, I think it's going to. We're going to be fighting a battle here for a while. Sadly enough. I see a lot of pent up demand once we have an understanding administration. No, I'll leave it at that. Without getting into too much politics.

**25:55**

Speaker 2

Oh, I appreciate that. I was actually just at Climate Week in New York and you know, just for our listeners, right. The UN meets every September. There's kind of two good times a year to talk about sustainability. Earth Day, Earth Week in April and in New York and usually around September when the UN meets. But yes, while many were denouncing things at the UN, you have to understand the rest of New York City and the streets were all shut down was a whole slew of incredible meetups, sessions talking about where have we made progress? What else is there to do?

**26:27**

Speaker 2

I attended a data center, one that was doing a great job talking about how that waste heat, really, if it could be near a hospital or near this type of facility, you know, just let's go ahead and move that waste heat from data centers that are using less water too into this. So yeah, we've got some work to do. Just as a reminder to our listeners, even while the federal government ebbs and flows every 48 years with our sustainability mandates, they're still really good here in the US State, city. And don't forget corporate mandates. And you know, that will keep this going. There's still money out there for green too. While the IRA may have taken some slowdown, you know, there's money out there for green projects.

**27:08**

Speaker 2

And so more than ever though, I think you have to bring, you have to know where that funding is to do the bigger green projects. That's one thing I've seen. So anything else these days on getting some projects done, Don, and then we'll do a rapid fire after that.

**27:22**

Speaker 1

I'm encouraged by our Governor Newsom, who is not sitting still and taking it. He's one of the few people in the country that seems to be standing up and fighting for what we in California have taken on. So that's about all I can say at this point.

**27:42**

Speaker 2

Fair enough. Well, okay, let's get to know you a little bit more here. I'd like to

ask a few kind of rapid fire questions. Enjoying this? What would you say is your specialty or gift?

**27:54**

Speaker 1

I thought about this because I saw the question coming. I think it's the ability to creatively solve problems and solve them in a not shoot from the hip or emotional standpoint, but being able to stand back and evaluate things and find answer. And I think I, I first realized this, I had this ability. I was on the volunteer fire department for 14 years and at Sea Ranch. And I realized the biggest asset I had was to remain calm. When all around us were people were running around in circles trying to figure out, you know, how to get the pumps back up or get into the building that's on fire or whatever.

**28:45**

Speaker 1

I remain calm and help solve the problem because as you know, when in all those situations, adrenaline is going at full speed and that's when you have to step back and say, wait a minute, let's solve this. So like I say, whether it was with the building department, but also team building, I believe I've been able to do that quite well. I have a lot of what I'll call team members that I've been working with over the years that are always there for me and I think always will be exciting.

**29:27**

Speaker 2

Man, I'm glad you put some thought into that one. It's a reflection question for sure. And how about good habits or routines? Anything you can share some best practices that help you stay on point.

**29:38**

Speaker 1

Sure. Nothing beats hard work and follow, follow through. You say you're going to do something, damn it, do it. You know, don't wiggle out of it. Stick to your commitments. And I've always found that to be important to me. And I, as far as work goes, like when I'm working on a design, I found that if I have two or three projects, which I usually do, even small ones, I don't sit down and work one exclusively for two, three, four days. I work one for half a day. And then when I'm not working on them, my mind is still working on solving the design of the others. So in stepping away from a project also I found always helps me for a day or so and then come back and look at it, examine it. Okay, is this right?

**30:33**

Speaker 1

Is this, did I make the right decisions here or what adjustments do I need to make? So this took me years to get to that point, but that's worked for me.

**30:44**

Speaker 2

Thanks for sharing. You Know, I like to ask about bucket list. Some people these days call it a life list. But you know, for some people it's travel, adventure, write a book. I don't know. What are a couple of things on your bucket list?

**30:56**

Speaker 1

The first one is more travel. I just got back from a fly fishing adventure for two weeks through Montana and Idaho. That was fabulous. But I love international travel, as does my wife. So I've been to 42 countries and I want to expand that more. There's still a bunch of them that I haven't been to that I'd like to go to. So that's probably top of my list. But when I'm not working so much on designs, I do have and have been told that I have a story that could make a great book. Whether that's true or not, I don't know. But I, I do look forward to doing the book thing and have actually gathered stuff for that. I had an exhibit at Sea Ranch in the month of July to celebrate their 60th, and that took me a month to put together.

**31:52**

Speaker 1

But that, as I was putting it together and people saw, said, well, because I picked five projects that I'd done in 50 years ago and each one of them had a story and they said, wow, this could make a great book. So I've got to start. I've got good photography. I just need to have the time to put it together. So that's my bucket list, Charlie.

**32:16**

Speaker 2

I love it. Well, when that book comes out, I. That's gonna be a good one. Now they say everybody has a book in them. You're right, but you gotta. But you've already started, so that's the hardest part.

**32:26**

Speaker 1

Yes, yes.

**32:28**

Speaker 2

So just a couple more things here. You know, I like to ask my guests, is there a book you'd recommend? It doesn't even have to be about buildings.

**32:38**

Speaker 1

Well, there is one sitting here that I just finished called the Manifesto House. I don't know if you've heard about it, but it's an author who took 21 houses and said, these are the houses that changed the role of architecture and the direction of architecture. Interesting book. I agree with most of them, but not all of them. So it's a thoughtful book, I think Another architecture book I always like to recommend to people is Falling Water Rising, which is a book about falling water. Half of the book is about the process from Frank Lloyd Wright's view, and half of it is from Kaufman, the client's view. So you get both sides. That is, to me, an interesting book. Another book, I believe the author is Ambrose. It's General Custer and Crazy Horse. And my buddy and I both read this book.

**33:42**

Speaker 1

It's about both of their lives, but because we visited the Custer's Last Stand monument in Montana on our trip, fishing trip, so spent a day there. Very moving. The whole battleground area and. And such. One last book that I for history, Wilson, I love history, is called Berlin Diaries. I picked this up at the new Gallery in New York City, and it's about a lady who was a Russian aristocrat and became part of Hitler's office in the mid-30s and then kept a diary all through the time she was there to the end of the war. I think it's the only person who did something like that. But fascinating. It's an inside story. So those are some of the books that I read a lot. So those are some that I've enjoyed and would recommend.

**34:44**

Speaker 2

We're going to put links to those books. I actually have a list of all the books.

**34:48**

Speaker 1

Oh wow.

**34:49**

Speaker 2

Ever recommended here. And so I'll share that with you, man. I'm enjoying this very much. The last two things as we come to a close. As you look back on your career, is there anything you wish you'd have learned earlier?

**35:03**

Speaker 1

Business. I wish I had taken some business classes early on in my career. I had to learn the hard way because, you know, I have in my 58 years of being an architect, I only about five of those years have I been as an employee, not an owner. And I, like I say, had to learn the hard way. I think business, some business education would. Would have helped me in many ways. That's probably the biggest one.

**35:41**

Speaker 2

You know, that's come up a few times on the podcast. And so for our listeners, you know, I noticed on you didn't necessarily say finance. He said business. Right. There's the. You gotta understand business. You can be intrapreneurial within a firm. That's a word I like to use too. But it's just business that's good. And I saw that you've done a lot of business development your days too. So yes, sometimes with architects, kind of when I was a lead consultant, you need both relational sales and technical sales. And if you can have that in the same person, you actually know what you're talking about. About buildings, you make the client there feel like, oh, wow, I got leveled up. I got the Cliff Notes from Don, I got the Cliff Notes from Charlie. So I think that's part of business too. Right?

**36:22**

Speaker 2

In a Technical field.

**36:24**

Speaker 1

And I should say one of the things that benefited me immensely was an organization called vistage, which is based in San Diego. Vistage is a group of 12 to 15 presidents, CEOs that get together once a month, every other month with a speaker. And I was a member for 10 years. And you. It's like having a board of advisors. You meet all day and you talk about the problems you have and you find that all businesses, almost all have the same problems or issues. And you're held and they come up with solutions or suggestions, and then they hold you to those next at the next meeting or two. How are you progressing on those? So that was. That helped me tremendously. I wish I'd have had it earlier in my career.

**37:19**

Speaker 2

I was envisaged for 10 years. So I'll go, oh, you were.

**37:22**

Speaker 1

Okay.

**37:22**

Speaker 2

So, you know, after Don and. Yeah, I mean, one hand, as a business leader, it's not just for those that maybe are an owner in the company. It can be for executives, but it's, it's almost a personal board of advisors. But then, yeah, you have for your business, you can really bring in something and really work the problem or the opportunity. Right. It's nature. Sometimes we go to what's broke, but we should also go to, hey, I got this opportunity and how can I make it happen? So I love that. I love you brought up the Vistage and just learning business earlier. So last thing, let's say someone is listening to this interview. They're getting real excited about green buildings. Maybe they're just now jumping in. Don, as we come to a close, any words for those that are maybe just now jumping in?

**38:05**

Speaker 1

Well, yes, I think if it stirs your interest and you have a passion, you have to embrace it with a passion and all that means. And I did that into architecture. I mean, I have been passionate about architecture in all forms since I decided when I was 16 that I wanted to be an architect. And I think there are so many opportunities out there we just have to keep. And that may not seem so readily available, readily apparent in this current environment, but I'm sure they're out there and you just gotta dig a little deeper.

**38:48**

Speaker 2

All right, you heard it here. Don, thank you for being on the podcast to our listeners. Check out some of the projects we've described, check out some of the book recommendations, and I'm really glad that Daniel and Bob introduced us. Don, hope we get to hang out soon. I'll look you up next time. I'm out in California. Thank you for being on the podcast.

**39:05**

Speaker 1

Love to. Okay, thank you Charlie thank you for.

**39:09**

Speaker 2



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