

West Sustainability Services Leader at Arup and LEED Fellow Lynn Simon | Transcript

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Speaker 1

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 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 shaping the built environment. So settle in, grab a fresh cup of coffee, and get ready to find out why green building matters to everybody.

00:34

Charlie

Welcome to the next episode of the Green Building Matters podcast. I have an easy job. Once a week I get to interview an amazing green building professional somewhere in the world. And today I've got Lyn Simon with us. She's a LEED Fellow. She's principal on west services, sustainability leader and as I've gotten to know Lyn a little bit, she's been doing this a while and making a lot of changes and I can't wait to unpack her story. I think you're going to really enjoy it. Lynn, how are you doing today?

01:01

Lynn

I am doing great, Charlie. Thanks so much and thanks for having me.

01:04

Charlie

Oh, you're very welcome. I know you've just got a ton of energy and you're still making all kinds of changes. I'm sure we'll talk about SDGs. Can't wait for you to

educate us on that. But take us back. I love to ask my podcast guests a little about the origin story. Where did you grow up and end up going to school and college?

01:23

Lynn

I grew up in Van Nuys, California, which is in the San Fernando Valley, a suburb of Los Angeles. And I spent 1st 18 years there, and didn't move around. It was nice to have that kind of idyllic suburban upbringing. And then I ended up going up to Berkeley for undergrad and studied environmental design architecture up there and loved it. Spent a couple of years working for firms and then went to the University of Washington for graduate school.

01:50

Charlie

West coast. Love that time in California. Now architecture. Did you always know you want to be an architect or how'd you end up going that path?

01:59

Lynn

I've done an informal survey of people who are architects, especially women. I always ask, did you have an uncle, an aunt, a parent who was an architect? Because it's who we're exposed to and how we're exposed. And in my case, I have a dad who's an architect. He's actually 93 and he didn't retire till he was 88. He is doing phenomenal, still lives alone, still drives and loves being an architect. We're very different kinds of architects. But what he did is he and my mom exposed me to going to visit really interesting places in Los Angeles where we grew up. Sort of a broad understanding of space and just good architecture. It just was exposure.

02:37

Charlie

I love that. That was that influence. I'm sure a great mentor, too. But what about sustainability? When did it first show up on the scene for you and your career?

02:48

Lynn

When I went to grad school at the University of Washington, I had the opportunity to get involved in the American Institute of Architecture Students. It's the student organization for architects. And at the University of Washington, it was really wonderful because graduate students were the ones that ran that volunteer student organization. Most universities, it's the undergrads. I became co chair of the chapter, the AIAS chapter, at the University of Washington. And then I ended up running for national president and won. And that was exactly at the time where Bill McDonough and Sim Vanderin and other, really, leaders in sustainability were making a mark. And I had the opportunity to attend the very first AIA committee on the Environment meeting in Washington, DC, as the AIAS representative, and it just catapulted me into this world of green building.

03:43

Charlie

Those are some big names. Talk about some great people to be around at that time. And that kind of leads to something else. I like to ask is, as you look back on this career, did you have any mentors? A mentor could be someone that you followed their work you might not have met with, or a mentor could be someone that really opened a door for you. Any other mentors, as you look back, you want to give a shout out to?

04:04

Lynn

I would love two. I'll start with two people, two women. The first is Penny Bonda. Penny is a dear friend of mine, but she and I started about the same time in sustainability. But she had already had a long career as an interior designer. She was one of the primary authors of LEED for commercial interiors. And I just watched her career grow, and she's just an astounding person and has been a really wonderful mentor to me. And the other woman I want to share is Marcia, madam, who recently passed away. Marcia was the principal with Letty, Maidam,

Stacey, and she was my very first client, her and Bill, Letty and their firm. It was for the thoreau center for Sustainability. I made a little bit of money, but it just got me into the consultancy arena of sustainability.

04:54

Lynn

And I've had a very long and deep relationship with Marcia throughout the years and honor her and always gave me incredible guidance about career, about even family, what it means to be a professional working woman and a parent. So both of those are two amazing people. And the last one I'll shout out to is David Godfrey, who I had a chance to work with. I was considered the first paid employee of the US Green Building Council. David and I worked together very closely for a few years and then I'm still today, consider him a good friend.

05:26

Charlie

That's amazing. For our listeners that are maybe new to the Green building movement and LEED the US Green Building Council. Right, started in 1993. And as I understand your LinkedIn bio. 93, 94, you were there as that early employee. Give us a peek into what it was like around that time, if you would.

05:48

Lynn

So it had started in DC, but then David moved from DC to San Francisco. So we met in San Francisco and we had an office space. We were designing a new small office space, and in the interim were on an empty floor in a building in downtown San Francisco, in the financial district, and we had hired an assistant. It was the three of us basically sitting on boxes. And I was the program and membership coordinator at the time. And I helped design our new space and had gotten some incredible donations, some art glass and some of the manufacturers that helped start the USGBC, contributed. And after a year it was decided that the organization was going to move back to San Francisco, back to DC. We actually never moved into our beautiful new space.

06:35

Lynn

At that point I decided I just lived in DC and I was ready to be back on the west coast. I decided not to go to DC. And then that's when I started my own consultancy.

06:45

Charlie

I love that startup mentality. If the first LEED projects, Lynn, weren't certified till about the year 2000, I mean, that's seven years as the USGBC is getting its footing. Was it advocacy? Was it just early? We got to make a rating system? Rob Watson on and he was telling about some of these days, but what was it like through the understand, you stepped away from the usgbc. We can't wait to talk about your company that you started. But what do you think it was like with the USGBC for those years before? The first LEED plaque was.

07:18

Lynn

Well, some of it was getting membership and really talking to people about why the value of the organization, how important it is, and the importance of it being a multidisciplinary organization. And that it was Mike Italiano and David Godfrey who brought together all these manufacturers, nonprofit organizations to really understand the value and the importance of this collaborative conversation around advancing this work. So a lot of it was raising money, and some of it was creating the LEED rating system. I mean, Rob is one of the leaders in creating the LEED rating system. And it was very difficult and challenging, and it took a couple years, and it was a very inclusive process. So I think that's probably why it took as long as it did.

08:05

Charlie

Let me ask, just for those that were at the beginning, LEED has been so good to

me in my career. I just love to hear those stories. All right, so let's talk about your firm and why you had been doing some architecture and practice a little time with the USGBC. Next thing, you start your company, you end up doing that for 1920 years, and I'm just looking at all these highlights, hundreds of projects. So what compelled you to start your own firm? It sounds like the USGBC was going back east. You wanted to stay, but what did you want to be known for when you started your company?

08:36

Lynn

I could see that there was a void to fill and certainly a passion of mine and an interest. And even though I studied to be an architect, and I'm a licensed architect, I was really interested in what kind of impact, both social and environmental, that I could make as an architect, which is how I actually started in healthcare architecture. That's why I went back to school and it morphed from healthcare to healthy to green. And so it was just sort of this natural progression. But I started my firm because there was just nothing else out there. There was a need, and I thought it would be great to be able to help advance and accelerate this work. And at the time, of course, LEED didn't exist.

09:15

Lynn

My first project I mentioned at the throw center for Sustainability was materials, doing materials research on healthy building materials and green building materials. And there were no EPDs, there were no guidebooks. It was just trying to see how I could make some inroads and help accelerate this work. So I had my own business for a long time. I had just one person working for me. The thing that really was unique is I was also consulting and working for Global Green USA, which is the organization that was started by Mikhail Gorbachev. And Matt Peterson was the head of that for many years. And I started their greening affordable housing initiative, and I started doing like 20% my consultancy and 80% with global green.

09:59

Lynn

And then over a few years, that percentage flipped, where I needed to spend more time with my company and less time with global green. And I think that's one piece of guidance I can give people is if you're starting your own business and you don't have a lot of money in the bank, then to think about how you can do some consulting to sort of help offset the stress of starting your own company. And then ultimately you find this balance and at some point you just go out and launch your own.

10:26

Charlie

That's what you did. Oh gosh, that's so fantastic. Now, like you said, LEED runs around the time. I love that it wasn't just energy savings. Semi interview on the podcast is maybe energy savings. You said materials, you said healthy buildings. And look at us now. We're just now getting back to embody carbon and well and fit well. So I love that you were early consulting there. That's pretty impressive. All right, so a lot of volunteer work all through that time, but you grow your firm. What were some really cool projects during that time when you were running your own company?

11:00

Lynn

I had so many. I'm taking projects. I mean, SFO terminal two was a wonderful one of the first aviation projects to go for certification. I was the owner's rep for sustainability at the Salesforce Transit center for almost twelve years. That was an amazing project. To see that to fruition. A lot of that also had to do with helping advance code and policy issues relative to water reuse here in the city of San Francisco. So again, what's the impact that I can make and that my firm can make really helps think about the projects we work on. I think one of the interesting things was in 2008 when we had the downturn in the economy, when basically any new construction was cut off at the knees.

11:45

Lynn

A couple of years before, I had decided to diversify my firm and look at, and focus on partly existing buildings and was doing LEEDb consulting. And that enabled us really as a very small firm to transition through those harsh years. So another suggestion is, if you have a small consultancy, it's really important to diversify. Don't put all your eggs in one basket. Don't have one client like one big tech company. Really make sure that you have a variety of different client types, different project types, and also provide a variety of different.

12:14

Charlie

Sharing some entrepreneurial wisdom. I love that. I personally love LEED for existing buildings. And you're right, it's just foundational, sometimes existing buildings, real estate, they have the budget, they pay well on time, monthly, et cetera. Looking back just a little more, and then we're going to talk about your time at TT and Google and Arrow. But as you look back, though, any other career highlights? And maybe there's some of those other firms, but what's on the highlight reel?

12:41

Lynn

I think as you mentioned, I had done about almost 20 years of volunteer engagement across the US Green building Council and the AIA. And I continue today and I can talk a little bit more about that. But I think the networking, the building of relationships, the impact is just foundational for me in my career in that sort of professional development world is one, you get to give back, but two, you learn a lot and you meet really amazing people. I think some of the highlights for me have been that volunteer engagement piece that my firm enabled me to do, that the other firms that I've been at have supported. And I think it's fundamental for career development, career advancement to also give back.

13:27

Lynn

And so those are absolutely some of the highlights was meeting the people, creating the LEED rating system, and doing some of those things to help advance the profession.

13:37

Charlie

I hear that. Continued volunteering and encouragement and mentorship. But let's also talk about credentials. I know you've had different credentials. You're a licensed architect and you're a LEED Fellow. What did that mean for you, Lynn, when you were given LEED Fellow status?

13:52

Lynn

It was deeply similar to what you said earlier, Charlie. My career was formed on the foundation of the US Green Building Council and Leed. And I'm ever grateful to that community and the rating system and certification and the clients who were some interested, some not interested. So it was deeply meaningful. Both my LEED Fellow and my AIA Fellow were both deeply meaningful. And partly because I had family members who could come with me to honor me. My dad got to see me become an AIA Fellow here. It was actually here in San Francisco. And my daughter at that time, who was, I don't know, maybe ten, she got to come, my mom got to come.

14:35

Lynn

So it's really about honoring those that help support me, frankly, throughout my career, which makes it deeply meaningful, and that your peers are the ones that are sort of deciding on your honor. And that really makes me very heartwarming.

14:50

Charlie

Thank you for sharing and congratulations. Let's piece together what was going through your mind in 2013. You make a change. What was going on with you

there? And say, okay, I want to go this route now, what was happening? And tell us about the next few amazing firms you've chosen to influence.

15:08

Lynn

Yes, thanks for that question. So in around 2011, my husband and I started talking about what our future looks like? What did my future look like? What did the industry look like? And we decided that it would be helpful to think about what some options might be and what would it mean for me to sell my business? What would it mean for me to have even a larger platform to make change, give us maybe I don't think it was flexibility, but less stress from running a company sort of thing. But so we started pretty early. We hired a mergers and acquisitions broker and I went through about a year's process. And during that year I was approached by Gunner Hubbard, who had recently sold his company to Thornton Tomasetti. And he said, look, I'm on the east coast, you're on the west coast.

15:57

Lynn

What would you think about joining Thornton Thomas Eddie? And it took about a year to sort of work through all the negotiations. And the really crazy thing was the week that their controller and CFO was out to look at my books was the week during Greenbuild where I was co-chair of Green build with Andrea Traver. And it was an insanity, crazy week because I couldn't tell my firm that this was going on. Anyway, I left, sold my company in 2013 and I went to Thornton Thomas Eddie and I was there for six years. And I'm very appreciative to them because they enabled me to branch out a little bit from traditional sustainability consulting. I was the equity and inclusion chair of the corporate committee.

16:40

Lynn

I was helping doing learning and organizational development work for a little while and they supported me as I went through a year long executive coaching program. I'm really appreciative of them. And then after six years, I decided I

wanted to try something a little different, step out of consultancy and learn about this position at Google. And it was a brand new position. And running their sustainability team within the first year was amazing. It was a very Google year. I would get on a bicycle and go to a meeting. I had an incredible team and then COVID hit and of course, like everybody else was deeply impacted by that.

17:19

Lynn

And after a few years decided I was interested in getting back into consultancy and broadening the type of people that I work with, the type of projects that I work with. And here I am at Arab, which is to think about the platform and the scale and the impact that we can have is impressive.

17:40

Charlie

Amazing companies, amazing firms there. And thank you for giving us a peek into that entrepreneurial world. We do some work with our AI tool for architects with Tom and Rob at TT and just a great group over there and we've integrated with asterisks, their AI tool for initial structural design. It's just fascinating. Let's talk about the present day. What's a day in your life right now for you, Lynn?

18:02

Lynn

This is what I love about consultancy. Every day is different, almost every hour. So as you mentioned, I'm the West Services sustainability LEED, which has a couple piece components to it. One is about external engagement, getting to know people, building relationships. The other is helping support internally and up leveling of skills. I just gave a series of workshops on building relationships and what that means, especially mid-career, and how to sort out the importance of building relationships when you're young, because ten or 20 years from now, you will be the leaders in this community and what kind of relationship. It's a very diverse role, again, about bringing work in about external engagement and about helping folks internally up level skills and also providing a strategy lens as well.

18:51

Charlie

Love that skill. Just the teaching. The motto of our podcast I've been doing for six years is teach everything you know. I have t-shirts, actually. The next, Greenbuild, I'll give you a cool t-shirt. It says teach everything you know. Before we look to the future, though, tell us a little more about the UNSDGs. Tell us a little bit more about regenerative coaching.

19:17

Lynn

I went through this coaching program at Thornton Thomas Eddie and decided that I wasn't going to go and do full time coaching, but that I would bring the skills into the work that I did. And it's like informal coaching. I call it stealth coaching, which is, it's just about things like authentic listening, which I may talk a little bit more about later. It's about really helping others self actualize, helping people become who they want to become in their careers. And I really love that about coaching. So that's something, again, that I have done some formal coaching and had clients, but generally I just bring it in as part of my daily workday. This whole idea of impact and scale and the US SDG goals and how we at Arup and other companies are trying to address them. It's really important that we continue to keep those in mind as we do the work that we do. And one of the things that I'm interested in is how we continue to move our work forward, but not in silos. And I think that's where some of these organizations can make a big difference because there's a lot of moving parts out there. And I think it's important we keep checking in on how we're actually meeting these goals that need to be met.

20:35

Charlie

One of my career highlights was un scg Grant in St. Lucia in the British West Indies. They had zero LEED professionals by the time I left. They did some studying. We did two days of training. Prometric flew in and GBCI flew in proctors with

scantrons because they didn't have a prometric testing center and now they have 36 LEED professionals there. But it's thanks to the UNSD grant. It was pretty cool.

20:59

Lynn

That's amazing. Very cool.

21:01

Charlie

Let's talk about the future. You're an optimist, I'm an optimist. There's a lot of things to get excited about. But what should we be reading up on right now and what's coming at us in this green building movement?

21:13

Lynn

There's probably. It depends where you're located, it depends what community you're in. Some tend to be a little bit more mature than others relative to sustainability, green building and meeting these goals. I think that there's still a real need to do a significant push on decarbonization. The good news is that it's becoming a little bit commoditized, which means there's a lot of people doing it, but that means there's a lot of people doing it. And so I think that can be helpful. So that's going to continue to be on the forefront of how we achieve our goals. I think the other area, of course, is our scope three embodied carbon work. And really thinking about that and that sort of leads to the biggest contributor to greenhouse gas emissions is the concrete industry.

22:00

Lynn

And how do we address that in terms of using cleaner burning fuels and renewable energy kilns or developing the use of low carbon concrete? Those are some areas that will have a huge impact. And there's some really great companies like Arab and others that are involved in this and leadership. And we need to do more to really advance this work because when we think about the largest

projects being built today, they're infrastructure projects. And thank you for the IRA, but also it's where the concrete's being used. It's not just in a poor office building or a school, it's these large infrastructure projects. Any way we can shift the conversation to reducing carbon emissions? Using greener concrete could be something we're going to hear more about.

22:50

Charlie

Yeah, I'd bet the entire farm on embodied carbon. And you're right, it's the materiality. But there's so much more to embodied carbon since you like existing buildings like I do, embedded, already embedded carbon. No, greener building than the one that exists before we move on. When you're working with clients, do you still and your team really need to push programs like LEED or well, or is there just, here's the green best practices. We bake into every project and we're halfway to LEED. How are conversations going with clients these days?

23:24

Lynn

It's really varied. And that's what's so interesting is that there's still cities that require LEED rated projects. There's others that did require it that now don't. And so we just did a series of proposals where it was about sustainability consulting and benchmarking and assessing, perhaps using a certification rating system. But let's figure that out when we're in conversation. I actually think that's really positive. And there are others that are saying because in order for them to get their entitlements, they needed to commit to getting LEED platinum. And I think that's good, too. I think that we need both the market transformation approach as well as the policy requirement approach. And I just want to say that I'm currently serving as the chair of the AIA California Climate Action Committee, and I was voted in on January 1, and this is the statewide architecture organization.

24:17

Lynn

I'm sure you're familiar with it. We do education and advocacy across

decarbonization resilience. And were instrumental in helping get the first embodied carbon required code in the country, which is in Cal green, which is going into effect July 1 of this year. And although there's a prescriptive method and then a whole building lifecycle modeling approach, which we, of course, prefer over the prescriptive, but the point is that it's now in code and projects over 100,000 think it's schools over 50 are going to have to think about it, look at it, consider it. And I think between, again, the market transformation piece and the code piece, that is going to help us get to where we need to be. It's needed, necessary.

25:04

Charlie

Groundbreaking, literally. I didn't know your name was on that, too.

Congratulations on all of you know, that puts pressure as New York City and the entire state of California make changes for how buildings are handled, it kind of is a good, positive influence on the rest of all the great states here in the US. So thank you for doing that. All right, let's do some rapid fire questions here. I'm really enjoying our conversation, getting to know you more. I know our listeners are loving every bit of this. Lynn, what would you say is your specialty or gift?

25:35

Lynn

It's such a good question. I love that you're giving me the opportunity to think about it because you're always going so quickly. I think for me it is really this supporting, mentoring and coaching others to be their best selves. Becoming an integral coach has done for me. Again, I did this before I became a coach, but it helped sort of refine who I am. And I have helped mentor hundreds of people. And I have had some beautiful stories relayed back to me about helping change my career. I started my own company because of you. Thank you for being the first LEED faculty of the first course I ever taught. You changed my life. I mean, that kind of stuff is completely and deeply gratifying.

26:20

Lynn

And so for me, it's both feeling good, but it's really about helping others feel good about who they are and what they want to become.

26:27

Charlie

Love that you coach. I think you have to recognize as someone coachable, too. Two way straight. Well, tell us about authentic listening, because something I've been practicing with a coach is inquiry method, which is getting really good at asking great questions. But what are some tips you have around authentic listening? You mentioned that earlier.

26:48

Lynn

I think all of us should be required to understand what it means to really understand listening and authentic listening. And the hardest part for most of us is that it really requires vulnerability and a willingness to abandon one ego. And it's about your point about learning how to ask questions. That's about curiosity and really caring about the other person. So those pieces, plus being present, plus trying to concentrate on what this person is saying versus you interjecting your own self is really what authentic listening is. And it's just making eye contact. It's being present. It's just being with that person. Those are all the pieces. And I think the more we do that, we understand our clients better, how to help support our clients. We understand our coworkers better. And it's not easy.

27:40

Lynn

The need is every day to really be mindful about doing that. It is not something that most of us are taught or most of us are taught. Speak up, say your piece, give your opinion. And I think that just being and listening and being vulnerable is invaluable to supporting others.

27:59

Charlie

Some awesome advice. Be where your feet are. There's plenty of noise, plenty of things for your mind to wander. But be there with that person. Thank you. Do you have any good habits, routines, rituals?

28:10

Lynn

It's frankly exercising in the morning. If I do that, then everything else falls in place and I don't get to do it every day just because of my work schedule. But it's either walking. I'm a big walker. My dad, as I said, is 93. He still walks six days a week because he does laundry on Sunday. He walks six days a week. And I'm sure the walking has enabled him to live a long life. I love to walk. I also swim and I just like to even be in nature, even if it's lying on my hammock and just absorbing the peace, the quiet, the birds to help support all the noise we have in our heads all the time.

28:49

Charlie

Thanks for giving us a peek into those healthy habits as we get to know each other more. I'm a fan of a bucket list. What are one or two things maybe on your bucket list?

28:58

Lynn

I love to travel and I would love to travel more. At some point maybe I will get to, and I have done quite a bit of it. But for me it's about the place, but it's about experiencing a different culture. It's about immersing myself in a place that is very different from my life. And so one place I would really love to go is Morocco because I just think the smells, the sounds, the clothing, just that whole immersive experience. So I actually love to go anywhere where I kind of have that really immersive experience. And then the other place, just because I love wine, would be to go to Tuscany in the wine region of Italy and just spend time there and just enjoy the beauty of that place.

29:41

Charlie

Love that. All right. You're an excellent narrator too. I could really picture and smell that in Morocco and the good wine in Tuscany. All right, so just a couple more things here. Is there a good book you'd recommend? Doesn't have to be about buildings, just something you like to recommend.

29:58

Lynn

So I've read this a few years ago and I still recommend it because of what can come out of the book, which is the book all we can save. It's truth, courage and solutions for the climate crisis. It's been around for a number of years and it's a compilation of women writers from across the US talking about climate change. And I love it because I was exposed to it while I was at Google. And as a result of the book, we created what's called a circle. A circle, which was a little bit more than a book club because we didn't just talk about the book, but we did it for almost three months.

30:32

Lynn

And it was about twelve of us who met every few weeks to talk about some of the really important and critical topics in the book, and we used it as sort of our starting point. And so for me, it was not just about reading the book and hearing from these amazing women, but also about creating a community that came out of that in order to have these hard conversations. So I still recommend that I know a lot of people haven't read it and it's also fantastic on audible or an audio because the chapters are written by relatively famous people like Jane Fonda, Julia Louise Streythus. So you get a peek into what these women are thinking and reading these chapters written by folks just like us.

31:14

Charlie

Thank you for that recommendation. I'll put a link in the podcast show notes. Everybody can check out that book. So, as you look back on your career, Lynn, is there anything you wish to know earlier? Any career advice you wish you'd have known earlier?

31:26

Lynn

When I was in my early twenties, I was working for an architect, and it was a company that would design the signage for retail marts and oil companies, gas companies, to put up a sign. And we designed the sign. And it was a really great experience about presenting to city councils and being up in front of people and having to sell an idea. And I was in a community here in the Bay Area that just did not want to, and this was actually a really pretty sign. It was not a big, tall sign. It was embedded in the landscape. They just did not want it. And so I sort of had the stack to give to me and I did the best I could.

32:07

Lynn

And when I left, I was walking out to the parking lot and this man came back after me and he said, Lynn, I want to tell you something. And I was maybe 24 at the time. He said, 'Lynn, you did a great job presenting, but my only piece of advice for you is to know when to talk less, know when to put a period on what you're trying to communicate or sell'. And I've taken that advice with me and I don't always listen to it for people who know me, but I found it invaluable that he, one, was willing to take the time to come share his observation, but to also just think about what is it good to just be?

32:43

Lynn

That goes to the authentic listening piece, when is it good to know when to stop presenting, to listen to what is happening in the room? And that would be a piece of career advice that has really suited me personally very well.

32:58

Charlie

That's a really great anecdote. We can all use that. Thank you. That's really cool. This has been a fantastic conversation. I have one last question I always like to ask. If someone's jumping in right now to this green building movement, maybe they're listening and they're making a career change, or maybe they're a young professional and they're getting their LEED green associate for the first time. Any words of encouragement for someone that's just now jumping into this green building movement?

33:23

Lynn

I still believe that networking is foundational to achieving our career goals. So if you're young, then get involved in the emerging professionals, either in AIA or in the engineering association or at USGBC, and get to know people both at your peer level, but also people that have been around for a while. I think that has certainly impacted my career very importantly. And I think that it's knowledge sharing. It's not a one way street. It's not. You're just there to learn from other people. They learn from you, too. But it's creating a dynamic.

33:58

Lynn

And frankly, it's even more important today with more of us working at home a couple of days a week and being more isolated, it is really clear that sort of that engagement with others, being with others, collaborating with others, just talking with others is, I think, incredibly foundational to one's career development.

34:17

Charlie

A lot of great wisdom, a lot of great encouragement, and I'm pretty pumped up. So we knew each other a little bit. I got to know you more and thanks for being on the podcast today. Keep up the amazing work. Can't wait to see at some of our

events later this year. And thanks for being on the podcast today. I really appreciate it.

34:31

Lynn

Thanks, Charlie. I also appreciate it as well. Have a great day.

34:36

Speaker 4

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