

Leading with Influence: FAIA, LEED Fellow Kirk Teske on Sustainability, Design Leadership, and Protecting What Matters | 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. Today, I've got a lead fellow on from Dallas, Texas. I've got Kirk with us, and he has been the global director of HKS. He's really spent 42 plus years there. Recently retired. Can't wait, though, to unpack his entire journey. So, Kirk, thanks for hopping on the podcast, man. How you doing?

00:54

Speaker 1

I'm doing well, Charlie. I appreciate the invite. I'm glad we finally got together here.

00:59

Speaker 2

Yeah, I know we've been meeting too, and we're here now. What better way to just kind of learn a little bit about your journey and inspire some of our listeners? So. So take us back. Hey, where'd you grow up and end up going to school?

01:10

Speaker 1

Oh, well, I. I have spent my entire life here in Texas. I grew up in East Texas in town called Longview, went to school in Texas A and M, and I began a career at HKS in 1984 at HKS and spent 42 years there.

01:30

Speaker 2

All right, well, I can't wait to talk about, you know, not just what kept you there so long. I know you've had multiple roles. We'll get to that in a little bit. But architecture, did you always know you want to be an architect or when did you get inspired to go that way?

01:44

Speaker 1

Charlie? I. I wanted to be an architect for as long as I can remember. I actually began working in an architect's office in 10th grade.

01:53

Speaker 2

Okay.

01:54

Speaker 1

So I had a. A teacher that inspired me to go and try to get a job working for an architect. And, you know, I did work for an architect beginning at a very young age, so. Yeah.

02:08

Speaker 2

Okay, then you did know early on. I love that. Well, it kind of. Kind of related to that is mentors. Let's go there next. Some people mentor someone. You read their material, you stay on from stage, they inspire you. Sometimes the mentor challenges you or opens doors. Sounds like that teacher was a mentor. But have you had some mentors along the way, Kurt?

02:29

Speaker 1

Yeah, I've definitely had mentors. From a sustainability standpoint, I would say Ed Masriya has been. Was an influence before, long before I ever knew him. I had an interest in and, you know, passive solar design, you know, when I was in school. And that was kind of my interest. Of course, that wasn't the reality when I got out in the real world. I had. There's a whole story behind that. But yeah, I've always been interested in sustainable design going back in a very young age.

03:03

Speaker 2

Okay. Yeah. And just, you know, probably took different shapes. Right. So maybe it was passive design. Eventually some solar renewables. And then we had These programs like LEED, right. That came on the scene about the year

2000, was the first LEED certified project. So. So yeah, I mean, was that something that had the firm, like you guys embraced that early or like, when did LEED really start to be a part of your practice?

03:26

Speaker 1

Well, my career evolved to doing mostly corporate headquarter type work or corporate office type work. And I eventually was leading that effort at hks and I began seeing an interest in our clients with sustainable design. And it really started with the Sabre corporate headquarters we started in 1999, and they were looking to differentiate their corporate campus and they wanted something that would attract the industry's top talent. And we discussed sustainability. And LEED was in its infancy. It had not yet launched its formal program, but we started in the pilot program and finished in the first public, you know, release of the lead rating system.

04:24

Speaker 2

Wow, that was early. And you're right, it takes a great early adopter there to say, hey, what else should we do? Right. And it sounds like those are some of those conversations and early lead. Okay. Yeah, Mentor sustainability. I know you've seen it evolve a lot. You know, let's talk sustainability a little bit before we get to present day. I mean. Yeah, I mean, you know, today it's kind of decarbonization, right. And. And there's still weed and it's evolving. But I don't know what did you eventually just kind of bake into most of your designs? Did you have like a minimum green that you would try to do as a firm on most projects, like a 2030 or. I don't know what was like the minimum standard if you had a role in it?

05:04

Speaker 1

Yeah, I mean, wind when we started doing that shaver project and it evolved into numerous other projects, but to me it brought a new zeal to architecture. For years I was value engineering out at the request of clients, sustainability features out of projects. And then with leed, we began to add and think more holistically. And so yeah, energy was a big focus of mine early on. Renewable materials, recycled materials with low chemicals of concern were always a top target. But yeah, eventually were very early adopters. In the 2030 challenge, I became the de facto sustainability leader at HKS. That eventually evolved into a chief sustainability officer role. But long before that official role, I began to change the specifications at HKS, began to push the 2030 challenge, push energy modeling, those sorts of things.

06:15

Speaker 2

All right, well then yeah, maybe an early chief sustainability officer. I mean that's a firm. Great firm too. So one more look back, Kirk is proudest achievements. What's on the highlight reel? What stands out for you?

06:29

Speaker 1

The proudest achievements? Yeah, my proudest achievement has just been the influence that I've had over such a large number of people. You know, in the small town that I grew up in, I never imagined leading such a massive group of people and having such an influence on the way they practice architecture. So I would not say it's any one particular projects. I do have my favorite projects that were completed, but it's been the influence on people both internal to HKs and folks that I have met through the industry in the US Green building, castle,.

07:12

Speaker 2

It's all about people. We can talk a lot about buildings and getting things done and mission journal work, but it comes out of the people. Right? So I don't need to teach you. You can teach me. 42 Plus years growing the firm. You said the word influence. A lot of people don't understand the difference between leadership and management. And it's in one word, it's influence. Right, so. So it sounds like you're probably a great leader there to hire and retain top talent. So well, projects, it's hard to pick your favorite, but how about a type of project? I know you did a lot of corporate, but just. Are there one or two more that kind of stand out? You just had a lot of fun on.

07:46

Speaker 1

Well, I mean the very first project, the Saber Headquarters was probably my favorite just because it had the greatest influence on my career. And I always tell people to look for a career defining project and that very much was. Now it wasn't the biggest project that I did, but I also did a number of corporate headquarters facilities in my career, but also did participate and lead the Aria Hotel at the City center development in Vegas. 4000 Room hotel. Of course there were a lot of sustainability folks involved in that. It was a massive project and. But I had Never led a project with almost 100 people on it. So I had 100 people in that project. I can't even count the number of consultants. And it. Yeah, it was like running a large firm.

08:52

Speaker 2

It is, yeah. I'm just on that one project. Right. Yeah, you got people, you got

budget, you got timelines. It's running out. Any business there. When I interviewed at Batson Cook Co. That's where I worked when I got out of Georgia Tech and I was in construction first, later Opus, a big developer that had in house architecture and then later green building my old companies. You know, I had a business degree from Georgia Tech and they said, I don't know, we only hire construction management people from Auburn or Georgia Tech. And I said no, run into construction projects like running a business, you know. And so they land answer. So it got me the job.

09:27

Speaker 1
Yeah.

09:27

Speaker 2
Okay. So Wayne, what cool projects? The team. So let's talk. Well, kind of present day. Present day for you. Is recently retired by. Let's talk HKS. Man, what an amazing global firm. 29 Offices. I think what 16, 1800 designers like tell us about HKS.

09:45

Speaker 1
Yeah, it's been a great firm for me. It's amazing to me that I spent my entire career there. I just love the entrepreneurial spirit that the firm has. And that's the reason I stayed. I had many opportunities to leave. I was recruited to move to other places. But the one thing about HKS is if I had an idea and I wanted to do something and pursue an idea, I had the freedom to do that. And you know, this as an example, I mean in 2008 I decided, hey, we need to do just more sustainability services. I want to start an internal group and we're going to generate revenue doing sustainability consulting. And I started doing advising for Fidelity Investments and at their request, I developed some green standards for their real estate.

10:39

Speaker 1
And we just parlayed that into, you know, a revenue generating component of our business. So that freedom to do that is really what kept me there. And you know, we've. We've transformed that company from one that had a largely an AOR reputation and to one that is highly respected is one of the top design firms in the nation. We're very proud of that.

11:07

Speaker 2

And you're a key part of that and way to just make sure sustainability and right can make good business sense even within the firm and building out that practice. But you know, as I understand firms of size, you know, you also have anthropologists and researchers. And so it's not just the Architecture, interior design and the urban planning. But tell us like when does that help? Right, when you're doing your own research. And, and you know, even if I take a peek at Leap version 5, it's about communities and people and jobs and quality of life. So I don't know, tell us a little bit, if you would, about the research side of a sizable firm. How does that give you an advantage?

11:45

Speaker 1

Yeah, well, yeah, and you're absolutely right, Charlie. I mean one thing that I learned early on doing sustainable design is that you need a lot of different perspectives. There's the perspectives of different people, anthropologists, research folks, financial guys can play input in the design of a building. All the stakeholders that are going touch a project, getting their input is very valuable. And so we began to add, you know, disciplines outside of traditional architecture to inform our design work. And research is a huge component of that. And we're very proud of the research team that we have. They started largely in our health care market and really doing what, you know, a lot of people call evidence based design work. And today we have a very robust research culture in the firm that is goes far beyond just our healthcare practice.

12:54

Speaker 1

It goes into even our data center practice, our corporate practice. It touches every type of work that we do.

13:04

Speaker 2

Thanks for, thanks for answering that for us. I always think that's an important part of a company like yours. So. Okay, so tell us about this new season. You're entering 42 plus years and a lot of accomplishments. Elite fellow we didn't talk about, but congratulations. And now you've been in the club there for a while and hopefully that's just a high honor for you. But, but kind of. What are you working on now?

13:29

Speaker 1

Well, Charlie, it's interesting. I spent 42 years buildings. Yeah, Getting buildings built. And today I find myself in this very interesting position of trying to stop development as you know, the data center industry is on fire. And I've been a

huge proponent of data centers. I had executive oversight over our data center among other practices at hks and in the executive role that I was in and you know, I always pushed our teams to transform the data center industry and transform that building type. And some of the research projects that we would do would focus on that. But the data centers that were doing were largely industrial areas and areas planned and zoned for data centers. And today we find ourselves in this gold rush of development process for data centers and they are expanding across rural America. And it's concerning to me.

14:41

Speaker 1

I love cities. But I also love and cherish the rural areas and what they have to offer. And when I see agricultural land and ranch land and parkland being consumed and impacted by these massive data center campuses that are being proposed, I'm becoming very concerned. And it's just, it's just so ironic that I'm fighting development for the first time in my career.

15:15

Speaker 2

Yeah, no, I, Well, I can tell that, you know, those projects have changed. Right. I think that's what you're saying. Right. There was a corporate purpose, data centers. There might have been some booms with E commerce and maybe bitcoin, you could argue in crypto. Right. That might have been a, Whoa, we're a little too fast there. But AI probably 100 times faster than even that crypto movement. So. Yeah, how much do we really need and how can this be regulated? And let's just not go tear it all up. And I know here in Georgia, I'm based in Atlanta, rumor has it there's a hundred permits being asked from the state for 100 data centers and they're only going to allow maybe 15. Just first the grid, second the communities. You know, it's like, come on now, that's a lot. So. And don't go wrong.

16:00

Speaker 2

I'm building an AI startup for architects and real estate developers too. So, you know, there's a. We got to find some balance.

16:08

Speaker 1

Yeah, we do. We, we do need to find some balance. You know, when I retired, I built a home outside of the DFT of the area where I spent my career. And so I'm located about an hour southwest of the DFW metroplex. Now, it's a unique area. It is, it is this little spot of hills and limestone ledges and in clear flowing creeks and rivers. And it's really an area of oasis from the metroplex. And the

topography changes. There's a lot of topography here. And I just never imagined that development would come in on project sites and have 300 foot of elevation change across them and propose flattening that. Nor would I would have ever imagined that our state's most popular and most attended state park would have a data center development immediately abutting the state park.

17:13

Speaker 2
Wow.

17:14

Speaker 1

So Dinosaur Valley State park is a beautiful park. It's the most attended park in the state. It is filled with ancient dinosaur tracks, limestone in the limestone bed of the river. And now 200,000 visitors a year come there with their children to experience that and experience the night sky and the quiet nighttime environment. And I'm afraid that is all about to change.

17:46

Speaker 2

All right, well, I can see you out there now slowing some of it down as needed. So much luck with that initiative. I'm sure you've had impact on a lot of people that would call you a mentor. And so let's kind of talk about the future of green buildings. I think a lot's changed coming out of the pandemic. I think healthy buildings slowed down, but now they're kind of back up their programs like well and fit well and, you know, hey, let's have a, you know, green wall and let's have active furnishings. So I think wellness is coming back. Sustainability, you know, Leeds been good to you. It's been good to me. We're on V5 now. It's changed a lot. But I don't know, some of my podcast guests, Kirk, I said, hey, there's decarbonization could be an umbrella. Resiliency could be an umbrella.

18:32

Speaker 2

But, you know, a lot of this work we've been doing kind of fits in these new categories. So I don't know. What do you see about the future of green buildings? What do you, what are you reading up on?

18:42

Speaker 1

Well, I've always leaned toward just general responsible design, Charlie. I mean, I'm a big proponent of energy efficient buildings and healthy buildings. And I've been involved in all of the various rating systems and different areas of focus, including decarbonization. Our firm hks adopted a zero carbon policy and we do

offsets now to offset and encourage, you know, the reduction of carbon. But it all just comes down to me, just responsible design and to communicate and sell healthy design, resilient design, responsible design to our clients. It's not just one particular area.

19:33

Speaker 1

So the, what I always encourage our people to do is to advise for influence with our clients, talk to them about their interest and goals, talk to them about the possibilities of the story that their project would have when it's wrapped up and inspire them to embrace some of these concepts, the concepts that they may not have otherwise adopted.

20:00

Speaker 2

That's great. And all that can still make good business sense. You don't know, we've got electrification happening in different markets. There's still some money out there for energy efficiency. You know, certifications like lead maybe was the strategy. Now it's just part of the strategy is how I'm trying to talk about those that are newer to this movement. Okay, great. How about technology, though? What do you think is some of this technology? Are you know, Are you seeing that it's going to help us how we design buildings, you know, maybe speed some things up. I don't know. Where would you hope an architect at HKS uses some automation and doesn't use automation? How about I ask it that way?

20:39

Speaker 1

Well, I mean, we've begun adopting a lot of AI tools within hks. I see that it's going to radically change the industry. There's no doubt. I wish that I had a better vision of what that future looked like, but it still remains a little fuzzy for me, and I think it remains a little uncertain for everyone. But there is going to be a significant influence, and the capabilities of AI are amazing now, and they will get exponentially better as time goes on. And it's going to give us the ability to do far more with fewer people, more than likely now.

21:25

Speaker 2

It's, you know, I sometimes worry about the entry level jobs. You know, sometimes just, hey, how does a business work? And, and how do I kind of get that one to five years experience that you always wanted to hire for? And if some of that's getting automated, so we got to make sure we have almost little boot camps within our firms, maybe it's like, hey, let's still teach you that. Let's not just automate it and get you to where you can use the tools and do the work

of more. You spent months, maybe years earning that LEED certification. Don't let it go unnoticed. Building Plaques creates custom lead recognition plaques that tell the story of your project sustainability achievement and put your design or operation team's work front and center.

22:10

Speaker 2

Their online plaque designer lets you build a fully customized plaque in under 10 minutes. Just enter your lead project number and you're off. Plaques are made from architectural grade anodized aluminum using sustainable materials and subsurface printing, so they're built to last as long as the building itself. Recognize the work, educate the visitors. Showed the world what green building looks like. Check them out@buildingplaques.com okay, so that's a little prediction of the future. Kirk, let's get to know you a little more. I love that I asked my podcast guests, what's your specialty or gift? What are you really good at? Or if you'd ask some of your past colleagues, man, Kirk's really good at this. What's your specialty or gift, Charlie?

22:52

Speaker 1

I mean, you know, for me, I've never really felt like I excelled in any one particular thing, but I always had the grit to push for what I believed in, and in doing so, I've achieved quite a bit in my career, far more than I really ever expected. But I feel like the gift has been the influence that I've had on others. And it was. Had a pretty moving retirement dinner. And I. I guess I recently realized just how much influence I've had on people and that as a result of this little retirement celebration we just had. But I have enjoyed managing people and overseeing people and giving them the ability to do things their way as long as they kind of achieve the end goal.

23:45

Speaker 1

And I've tried not to be a micromanager, but I do have high expectations of people, and so it's resulted in a lot of good things. We've. I was fortunate to really grow my component of the business over the years. I'm very proud of how large we grew our component of the business. And it's been a pleasure with working with so many people and getting to meet so many different people in the industry.

24:12

Speaker 2

That's fantastic. Well, hopefully you really can remember that moment when everybody probably honored you there, and you have had a lot of impact, and

I'm sure they're going to keep reaching out for a long time to come. That's. That's pretty.

24:24

Speaker 1

You know, the. The growth of the firm internationally, too, has been something that I've been very proud of. The last thing that I did before I left HKS was I started a practice in Dubai, and. And I just got a text this morning that the hires we made there are doing really well, and it's exciting to see that start. And our Singapore practice that we started not too long ago is doing really well and is also. So I never anticipated having the influence globally that I had when I started 42 years ago, but it's been really a lot of fun to see that happen, to get the influence of sustainability from the perspective of people that live in areas like the Middle east, for instance, that it's been a nice influence to have added to our repertoire.

25:23

Speaker 2

Noted. That's fantastic. Okay, so do you have any good habits or routines that have helped you stay on point? And maybe you could answer two ways, maybe as you're an executive and maybe even today. Any good habits, routines that you've stuck with?

25:38

Speaker 1

Oh, Charlie. I finally figured out in my mid-40s that exercise was an amazing thing to kind of keep your mind sharp. I began cycling and have continued that. And so I. I have cycled as much as 8,000 miles in a year. And staying committed to that has been. It has helped me professionally and personally, physically, mentally, and so I, I always encourage people to get outdoors, spend time outdoors and physical fitness is something that encourage our, all of our people to do. Okay.

26:26

Speaker 2

Yeah, I just turned 43, so I, I think that's sage advice for where I'm at in life. And you know, I'm a big guy, but I've been losing weight last few years and I do enjoy working out. I hear that in your 40s too, you want to hold on to some muscle because it's harder to keep it on in your 50s. That helps metabolism, helps just everything. So you gotta stay strong in your 40s, right?

26:48

Speaker 1

Yeah. But you know, stay involved in something. We're, we're at hks. We were, we are a purpose driven firm and while I'm not doing architecture now, I am involved in the Protect the Paluxy Valley organization. And it's a good cause and it's been fun to rally the community to help protect and preserve the environment here. And so having a purpose like that is always important.

27:20

Speaker 2

So additional purpose and you know, some might find it in community and hobbies, but you're right, here is it can be just that additional purpose. I'm glad it ties back to sustainability yet. One more time for you, Kirk. So just a few more things here. This is going great. Bucket list. I love to ask my podcast guests about a bucket list. Some people have one, some don't. But you know, for some people it's travel, adventure, maybe write a book. I'm sure some of your global expansions taking you to some amazing places around the world. So I don't know where a couple things may be on the bucket list.

27:57

Speaker 1

Well, Charlie, I, I'm a big goal setter. I love to set goals and achieve them, whether it might be growing a business goal of hitting a certain financial number or a goal of achieving, you know, certain levels of certification for a project. But setting goals for cycling, I love to set goals and try to achieve those and keep that for a focus for the year. But bucket list items, right now we're focused on traveling. We're going to be. My wife and I are going to be on a cruise this fall. We're going to do a Mediterranean cruise and start in Barcelona and end in Rome and see a lot of places that I haven't seen and revisit some of the places that I have been. So.

28:49

Speaker 2

Oh, that's gonna be amazing. First. Sure. Just amazing cities, but also the architecture, right?

28:56

Speaker 1

Yeah, I love that, man. A couple of years ago went and I rode A lot of the epic climbs and the Tour de France and got to follow the Tour around from village to village, and that was a blast. It was a great way to see France and looking forward to doing more things like that.

29:17

Speaker 2

Okay, so you're a big cyclist. So if you're just going out for fun or exercise, is it distance, is it a route? How do you plan your cycling?

29:27

Speaker 1

Well, I try to set goals every year, and when I turned 60, I wanted to hit mine. I wanted to do my fastest hundred mile race. And so a few years ago, I finished 100 mile race in 4 hours and 27 minutes, so.

29:45

Speaker 2

Oh, man,.

29:47

Speaker 1

Hitting, hitting goals like that are a challenge. A few years ago, I set a goal to ride across the state of Texas 600 miles in six days and road from Oklahoma to Mexico, and in that time frame, and that was a blast. Okay, come into Big Bend national park on a bicycle. After starting in Oklahoma, it was pretty cool riding.

30:12

Speaker 2

Oh, what a great place to end up. And I'm sure there was some heat involved, but man, six centuries. Six a day or one a day, man, that's pretty neat. I, I used to do some shorter triathlons. I couldn't imagine doing a century ride. But, you know, part of a triathlon is definitely you got to get on a bike. So I, I respect what you do there. So the Tour de France, real quick, I'm not well written on it, but it's every July and it's like a couple thousand miles, right? I mean, it's, it's a long distance, like 3,000 kilometers. That sound about right? It's which ride the Tour de France. Like tell us.

30:46

Speaker 1

Oh, yeah.

30:47

Speaker 2

What do we need to know about that? It's like a few weeks in July, right?

30:51

Speaker 1

Yeah, it's three weeks. It's three weeks in July. And it's an amazing race to follow. And really, you know, it's not a real popular sport here in the U.S. but

there's a lot of complexities to cycling and the mileage that those men cover. I've spoke to some of them and one of the things that they mentioned, I asked him what's the hardest thing about a Tour de France? And it's, and it's putting down enough calories,.

31:20

Speaker 2

Fueling yourself for that.

31:22

Speaker 1

They just got to eat so much and those guys are so thin and they just burn the calories and it's fascinating. I think.

31:30

Speaker 2

Okay, I need that energy. That's all Right. Well, for our listeners, make sure you're listening here in July. That would be. Watching in July. That would be great. So I just. Couple more things here. Is there a book you'd recommend to our listeners? It doesn't have to be about buildings, just a book might make a good gift for anything you'd recommend.

31:50

Speaker 1

Oh, my. One of my favorite authors is John Graves and you know, he's no longer with us, but his book, Goodbye to a River, it was, it's his story of paddling the Brazos river before it became. For all the reservoirs were built. I love John Graves and his writing style that I enjoy his work quite a bit. I'm a big Cormac McCarthy fan as well. So both of those men are kind of Texas centric, but they're nationally known.

32:24

Speaker 2

All right, well, we'll put links, Android buckles and the podcast show notes to these Texans. Good authors. Thanks for the tips.

32:33

Speaker 1

Yeah.

32:33

Speaker 2

Last two things, Kirk, as you look back on your career, is there something you

wish you had known earlier or some career advice you wish someone had told you earlier?

32:44

Speaker 1

Well, yes, I mean there definitely is. I mean this, the business is far more people centric than what I understood as a young architect. And it, the business of architecture is extremely difficult and it's not one that can be done in a vacuum. And learning to tap into the minds of other people and other disciplines, the users of the buildings, that is something that I, maybe I didn't understand that well when I first started and, but really understanding the need to get input in from numerous stakeholders and be robust about it, be truthful about it and really dig in and understand what's important from multiple perspectives and work that work solutions into your design is extremely important.

33:43

Speaker 1

So that would be my advice and as I mentioned earlier to young architects, always keep an eye out for a project that can be a career defining project or find ways to make it a career defining project. And there's your voice, even as a young person on a design team is important. And don't be afraid to push your point of view.

34:15

Speaker 2

Wow, what great wisdom there. That's, that's good stuff, Kirk. Okay, so last question. And it's a great transition. Yeah. So let's say someone listening is just now getting into this green building movement. It's been good to use and good to meet. You know, maybe they're later in their career and they're making a switch. Or maybe they are a young professional just passed their lead green associate Exam. Let's build on that. Any words of encouragement to them as we come to a close?

34:41

Speaker 1

Well, find a good firm that embraces and aligns with their ideology. I think that's important. Not all firms are the same. And so really look for a firm that is, that will give you the freedoms and opportunities that want, firms that will hear your voice and firms that will accept the best idea no matter where it comes from. And as I mentioned, you know, you just do not. You want to speak up and you'll learn a lot by speaking up. Maybe your idea is not the best idea, but you'll learn why. So, you know, that's what I would encourage young folks to do. And then of course, technology is going to change a lot of things, but we need young staff

that really knows and understands technology and knows how to get as much out of it as possible. So that's important.

35:47

Speaker 1

And we're, you know, the solutions for buildings in the future is going to get exponentially better. And finding those individuals that can ask the right questions and search for the best answers is going to be going to remain valuable in the industry.

36:08

Speaker 2

A lot of wisdom. So to our listeners, make sure you ping Kirk on LinkedIn. Let them know what you thought of the interview. Hey, I've been hearing we needed to hang out and now I really want to hang out with you, the Texan architect that's just done so much for sustainability. So, Kirk, thanks for telling your story on the podcast today. You know, I know you're in this new season. I would encourage you to hop on our lead fellow calls, you know, once a month and let's just stay connected. Okay? Thanks for being on today. This is great.

36:35

Speaker 1

Yeah, sounds good, Charlie. I appreciate you having me on.

36:37

Speaker 2

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