

# *Leading, Following, AND Getting Out of the Way: Leadership Opportunities for King County*

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**King County Building Summit:**  
Dollars and Sense Tools to Green Your Project



# *Lead, Follow AND Get Out of the Way?*

***Lead*** - You're already doing it! And there are opportunities for much more...

***Follow*** - There is a real awakening underway. Great things are emerging almost everywhere to learn from, partner with, add to, adapt, adopt...

***Get out of the way*** - The best leaders create more leaders, not just followers. "Power with" rather than "power over" is the key. Motivate and empower people, give them what they need to succeed, and learn to get out of their way...

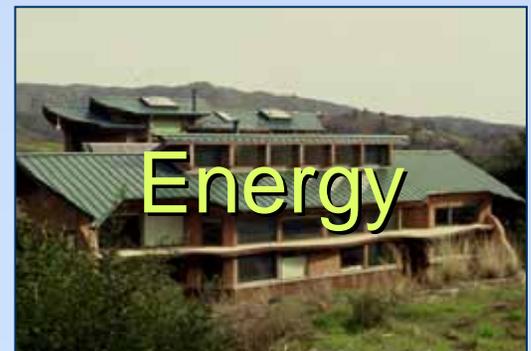
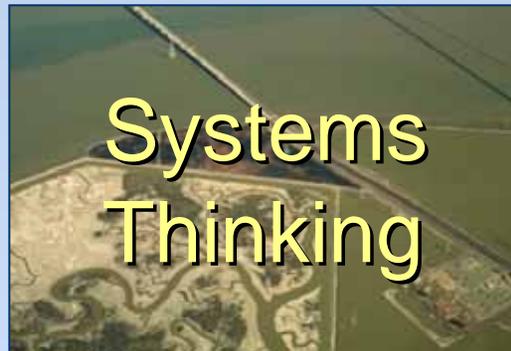
## *What We Do at DCAT (some of it)...*

I'm going to take you on a bit of a detour to create some context, before coming back to King County.

I want to share some of how we've been working with code officials to expand awareness about the consequences of creating (and regulating) the built environment - really how we approach the whole process of change.

And I'll share some personal observations about my own process of change as well.

# Some Background...



## *What we need to know*

If you're paying attention, it isn't hard to predict that we're entering a period of great challenges and changes. We all have a role to play in meeting these challenges. Rather than focusing on fear we can choose to focus on the opportunities that are present in the challenges.

# *We Need to Start with 3 Ideas*

Unleashing the positive potential for change that seems necessary requires us to do three things...

First, to honestly and accurately acknowledge the present state - where we are...

Second, to vividly imagine the qualities of the future that we want - where we want to go...

Third, to summon our courage creativity, and commitment to develop the transitional strategies we need - how we get there from here...

# Overcoming Fear...

A photograph of a forest at sunset or sunrise. The trees are silhouetted against a bright sky with a low sun, creating a dramatic and somewhat somber atmosphere. The trees are of various heights and types, some with bare branches and others with dark foliage. The sky is a mix of blue, orange, and white, with some clouds catching the light.

*Contrary to popular belief, cynicism is not a sign of sophistication but the ultimate form of naivete. Born of fear, it blinds us to the possibility of hope, diminishing trust and natural affiliation, thereby reducing openness and cooperation. It is an excuse to evade the responsibility of acting with the integrity of our convictions. It is a sign of weakness not strength. Its antidote, open-heartedness, requires the courage to maintain hope and openly demonstrate the power of love, generosity, kindness and forgiveness — the real foundations of the human community.*

# *My Path into the Codes Work...*

Building codes are just one aspect of the shift that needs to be happening - but an important one.

I'll start with a story about finding the trailhead into our codes work...in Phoenix at the Annual ICBO Business meeting and conference in 1997...

# Finding the Trailhead



## *This is a Process...*

Phoenix was a breakthrough for me because I saw a common path of commitment that had been hidden in plain view. And I began to think of code officials as a caring community!

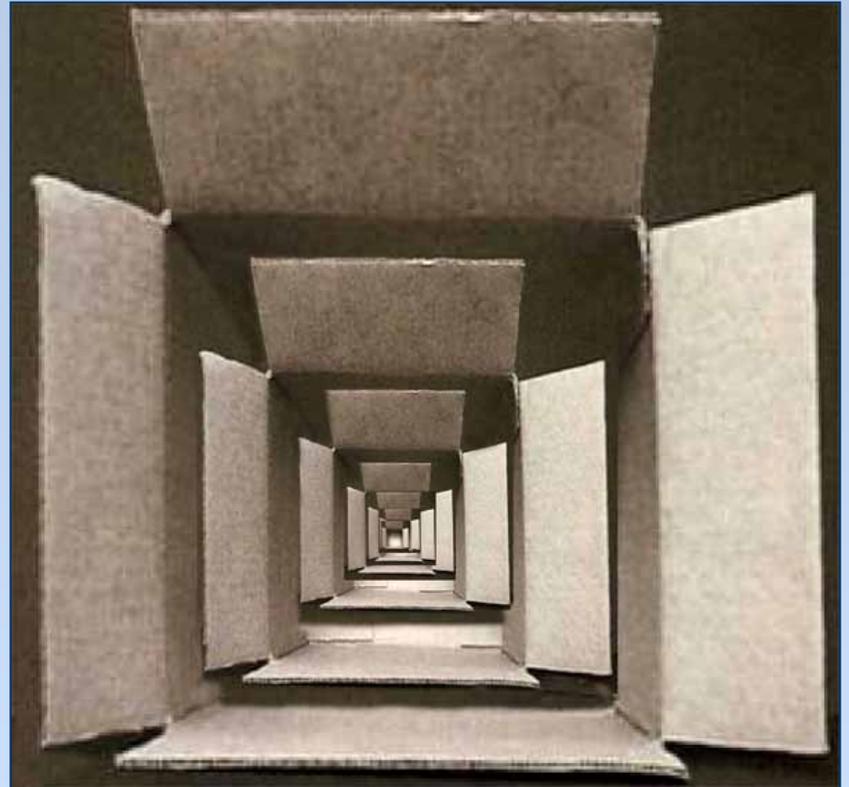
I also realized that the changes that were needed weren't so much in the codes as in the hearts and minds of the people writing, using and enforcing the codes.

The challenge was finding ways to help us get beyond our current thinking to the next level...

# *Getting Out of the Box?*

We hear that we need to think "outside the box" to deal with today's problems.

But it's a process -  
expand your field of view,  
get out of the box you're in  
...into the next bigger box.



# *See the Details AND the Big Picture...*

To get out of boxes requires knowing if you're working in the details or the big picture, in the past, present or future, and constantly shifting your focus back and forth.

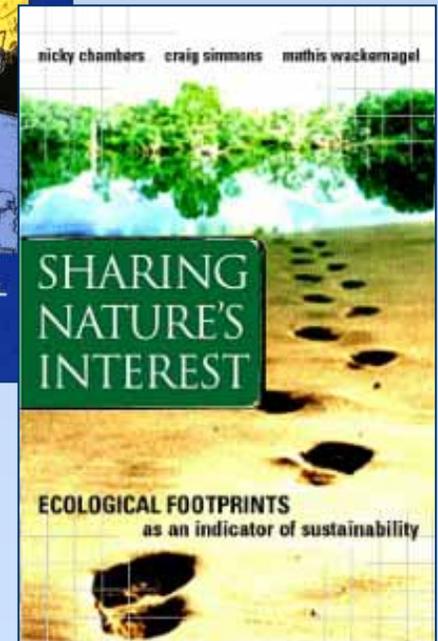
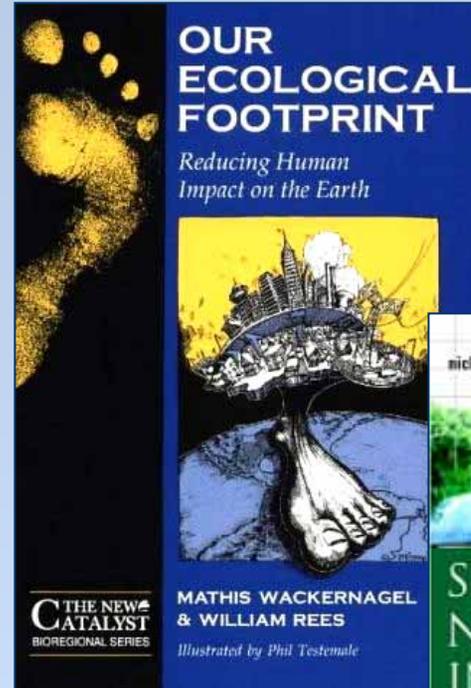
That helps keep things in perspective and proportion, enabling us to see the things as well as the relationships between them.



QuickTime™ and a  
TIFF (Uncompressed) decompressor  
are needed to see this picture.

# Ecological Footprint - DETAILS & BIG PICTURE

Ecological footprint is based on the concept of carrying capacity. It's a way to calculate the amount of productive land required to supply resources and absorb wastes from a given activity, or an individual, organization, community, region, state, nation or the world population.



## *Where We Are...*



There's credible evidence that if each person on Earth used resources & generated wastes at the rate of the average American, Canadian, or member of the EU we would need several more Earths to sustain that level of human activity. And that's for Earth's current population.

# Where We Are - Global Ecological Footprint



WWF for a living planet®

## EUROPE 2005 The Ecological Footprint



Download the Report  
<http://www.footprintnetwork.org>



Global  
Footprint  
Network

# Where We Are - Global Ecological Footprint

## THE ECOLOGICAL FOOTPRINT

The Ecological Footprint measures people's demand on nature. A country's footprint is the total area required to produce the food and fibre that it consumes, absorb its waste, and provide space for its infrastructure. People consume resources and ecological services from all over the world, so their footprint is the sum of these areas, wherever they are on the planet. The footprint can be compared with nature's ability to renew these resources.

The global Ecological Footprint was 13.5 billion global hectares in 2001, or 2.2 global hectares per person (a global hectare is a hectare whose biological productivity equals

the global average). This demand on nature can be compared with the Earth's biocapacity, based on its biologically productive area – approximately 11.3 billion global hectares, which is a quarter of the Earth's surface. The productive area of the biosphere translates into an average of 1.8 global hectares per person in 2001.

The global Ecological Footprint decreases with smaller population size, less consumption per person, and higher resource efficiency. The Earth's biocapacity increases with a larger biologically productive area and higher productivity per unit area.

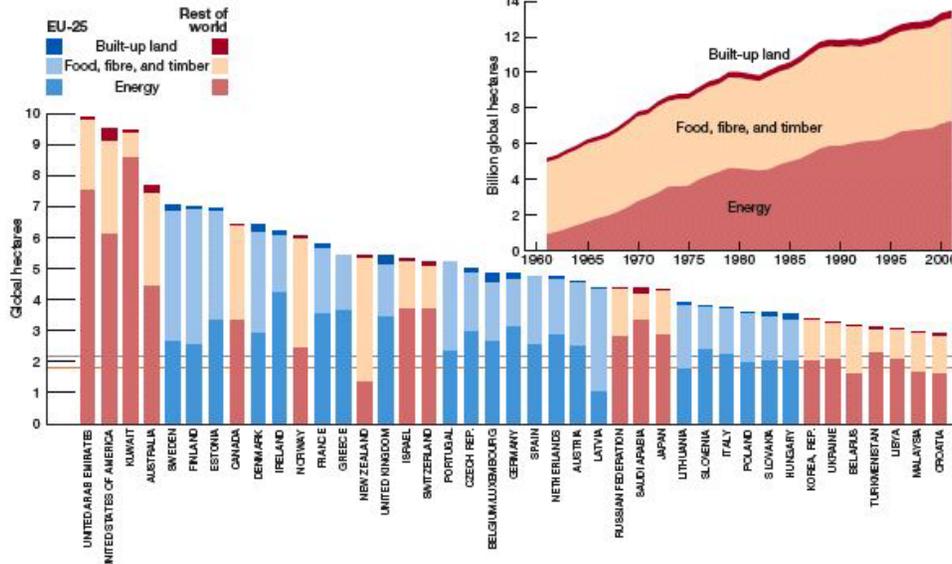
In 2001, humanity's Ecological Footprint exceeded global biocapacity by 0.4 global hectares per person, or 21 per cent. This global overshoot began in the 1980s and has been growing ever since (see Figure 1). In effect, overshoot means spending nature's capital faster than it is being regenerated. Overshoot may permanently reduce ecological capacity.

**Figure 3:** The Ecological Footprint per person for countries with populations over 1 million.

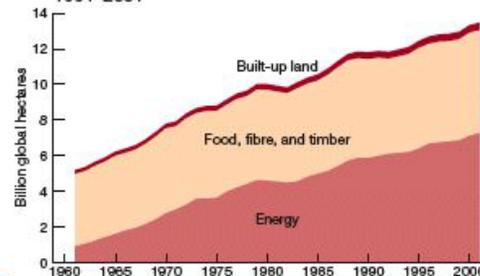
**Figure 4:** Humanity's Ecological Footprint grew by about 160 per cent from 1961 to 2001, somewhat faster than population which doubled over the same period.

**Figure 5:** Ecological Footprint by region in 2001. The height of each bar is proportional to each region's average footprint per person, the width is proportional to its population, and the area of the bar is proportional to its total footprint.

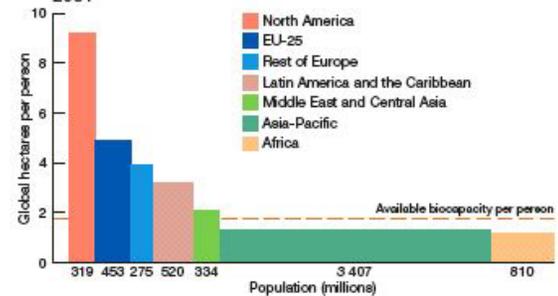
**Fig. 3: ECOLOGICAL FOOTPRINT PER PERSON, by country, 2001**



**Fig. 4: HUMANITY'S ECOLOGICAL FOOTPRINT, 1961-2001**

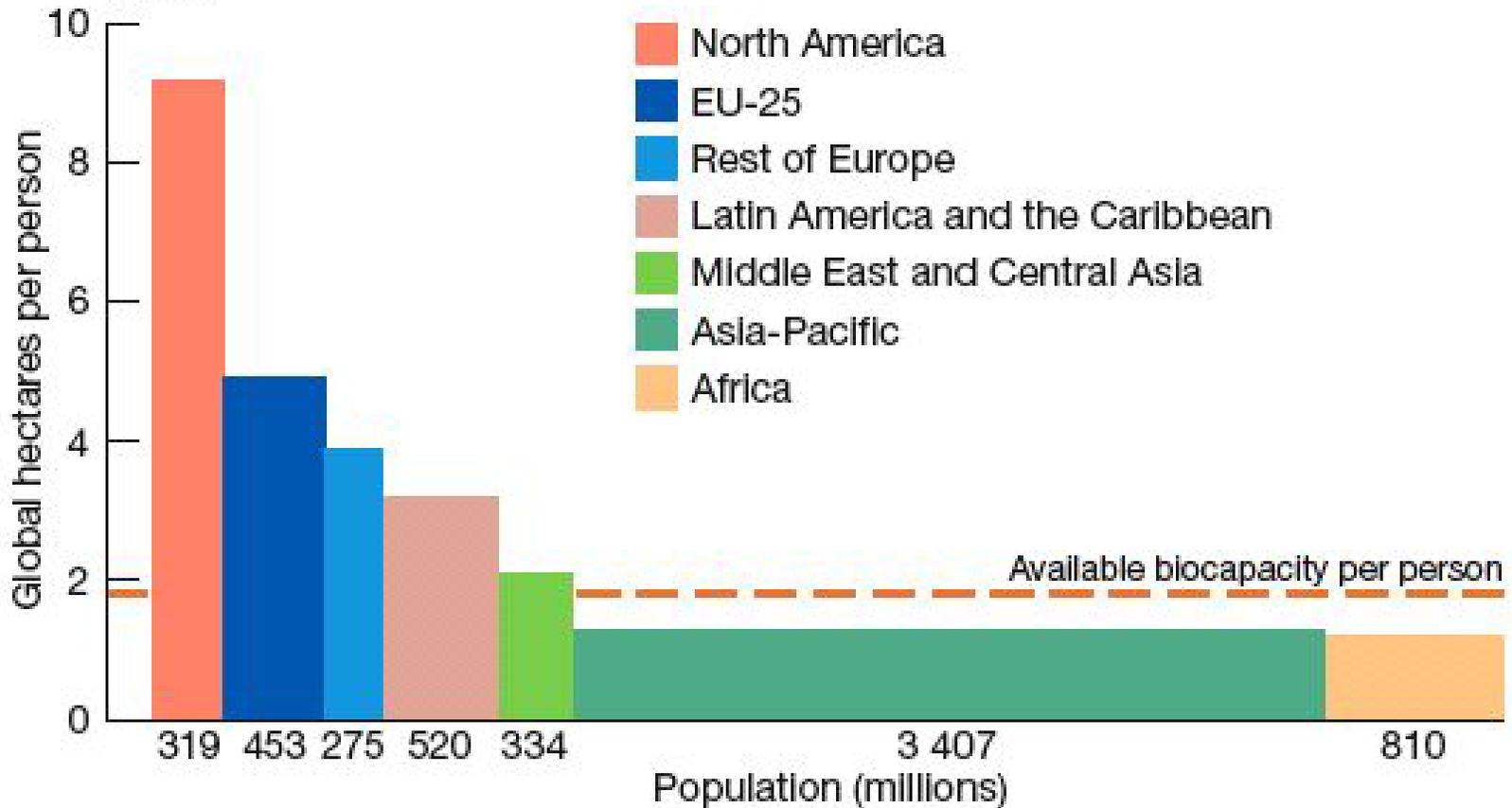


**Fig. 5: ECOLOGICAL FOOTPRINT BY REGION, 2001**



# Where We Are - Global Ecological Footprint

**Fig. 5: ECOLOGICAL FOOTPRINT BY REGION, 2001**



[www.footprintnetwork.org](http://www.footprintnetwork.org)

# *Where We Are*

REALITY - We, in the developed world maintain our high standard of living by importing both the resources and ecological capacity of the developing world.

Surplus global ecological capacity no longer exists, yet we continue to increase ecological footprint in both the developed and developing world on a per-capita basis, even as world population grows.

Buildings account for a large percentage of this footprint and energy accounts for much of that.

# *The Purpose of Building Codes*

## **International Building Code (USA) - 2000 edition**

101.3 Intent. ***The purpose of this code is to establish the minimum requirements to **safeguard the public health, safety and general welfare** through structural strength, means of egress facilities, stability, sanitation, adequate light and ventilation, energy conservation, and safety to life and property **from** fire and other **hazards attributed to the built environment.*****

## **Big Picture - Details**

# *What's Protected and What's at Risk?*



Modern building codes enable us to design and build structures that are safe for their occupants, making it seem that we've eliminated or greatly reduced the risks associated with buildings.

# *Our Buildings May Be Safe, However...*

We've just moved those risks in space and time:

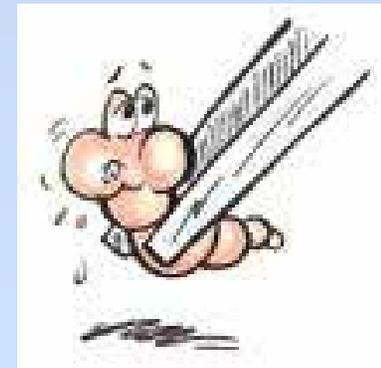
- away from the building site into all the natural systems that support life on earth, and
- into the future, to our children and the future generations of all the other species on whose health and welfare our welfare also depends.



# *Big Problems Hidden in Plain View*



Looking at buildings through codes is like looking through a microscope. Through that lens, individual building-related risks look large, filling our field of view. But it's like dealing with smaller risk with tweezers while creating huge, generalized risk for everyone. That risk is many orders of magnitude greater but has remained almost totally outside our field of view.



# *Risk - Through the Microscope of Codes...*



Fire Safety  
Structural Integrity  
Means of Egress  
Light  
Ventilation  
Heat  
Water  
Sanitation  
Electrical power  
Gas

# *Risk - The Bigger Picture...*

## Risks to Future Generations



# *What Buildings Should and Shouldn't Do...*

Building codes should be a set of principles for what buildings should and shouldn't do...

A good first principle might be a corollary of the Hippocratic Oath; buildings should first do no harm.

To consider the harm a building might do requires looking at the impacts from its entire lifecycle...

# Acquisition of Resources through Demolition & Beyond



# *Doing No Harm...?*

This is my grandson, Joe.  
Does what we're doing  
insure that our buildings  
do no harm to him, or to  
his grandchildren?



# *Codes are a Gate, Officials the Gatekeepers*

Dramatic changes are needed in every human system. These changes require real leadership.

For the built environment, codes are the gate to those changes and code officials are the gatekeepers.

Are we just interested in making sure bad things don't happen or do we want to make sure that the right things happen? There's a big difference in outcomes...

# What Has Happened



Our *relationships* with U.S. code groups have led to increasing opportunities to present good information in their publications.



# A Shift is Beginning to Happen...



## LEADING THE WAY: BUILDING DEPARTMENTS AS COMMUNITY RESOURCES FOR BETTER BUILDING PRACTICES

by David Eisenberg, Director, Development Center for Appropriate Technology

**T**imes are changing and many old stereotypes simply don't hold true anymore. In communities large and small across the country, it's becoming ever more common to find design professionals, builders, subcontractors, developers and building owners who are committed to environmental and social responsibility working together with their local planning and building departments.

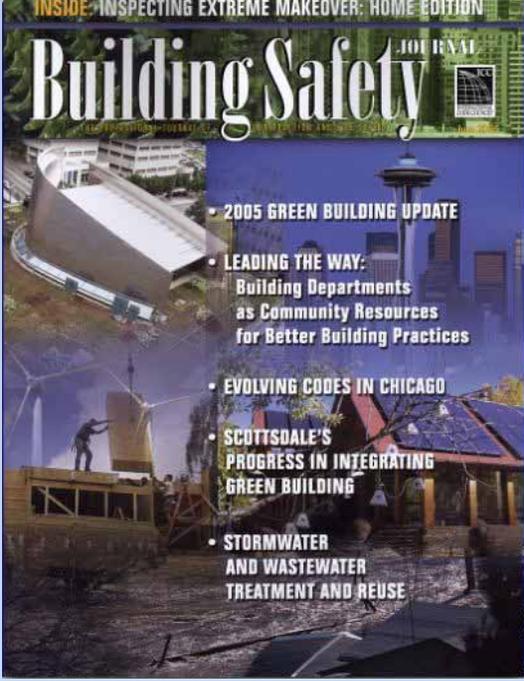
This article spotlights two very different jurisdictions—Seattle, Washington, and Aspen, Colorado—that have demonstrated leadership in bringing their building and planning departments into real partnerships with the most forward-looking elements of their communities. Rather than just presenting the details of their different programs, I wish to impart an understanding of how such leadership emerges and what lessons are being learned that can be of use in similar efforts to create healthier, stronger, safer and more sustainable communities. This is important because although this leadership is often demonstrated first by elected officials, success in identifying and meeting specific objectives necessarily depends on commensurate leadership within planning and building departments.

Because the jurisdictions highlighted may seem to have more resources than many others, there may be a tendency to dismiss their accomplishments, thinking "Sure, you could do that in Seattle or Aspen, but not here." Keep in mind, however, that the funding and staff needed to implement their various programs and initiatives became available through civic, political and administrative leadership by choice, not chance. In both jurisdictions, leaders within the local planning and building departments—with committed support from both the public and private sectors—took the ball and ran with it. Also keep in mind that it invariably takes more time and money to do pioneering work, so the lessons learned from their examples may be of substantial help in compensating for limited resources within your own community.

The diversity of interests that have come together to make these programs work is inspirational, and perhaps the first and most important lesson to learn from each example is the "can-do" attitude that continues to drive this country's greatest achievements. With respect to the departments and personnel involved, this constitutes neither an abandonment of basic responsibilities nor an expansion of regulatory authority. Instead, it demonstrates a deeper and more mature understanding of what is truly required to safeguard public health, safety and welfare for current and future generations: looking beyond the limits of just keeping bad things from happening by enabling good things to happen.

*(continued)*

June 2005 Building Safety Journal 27



INSIDE: INSPECTING EXTREME MAKEOVER: HOME EDITION

## Building Safety JOURNAL

- 2005 GREEN BUILDING UPDATE
- LEADING THE WAY:  
Building Departments  
as Community Resources  
for Better Building Practices
- EVOLVING CODES IN CHICAGO
- SCOTTSDALE'S  
PROGRESS IN INTEGRATING  
GREEN BUILDING
- STORMWATER  
AND WASTEWATER  
TREATMENT AND REUSE

It's happening in Seattle, Aspen, Chicago, Scottsdale... Building departments starting to provide real leadership.

## *And It's Happening in King County!*

King County is already leading - Some examples:

- King County Green Building Program
- \* Green Building Executive Initiative signed in 2001
- \* 2004 King County Comprehensive Plan update included new section on sustainable development in the rural and urban areas
- \* Green Building Ordinance passed in 2005.

# *And It's Happening in King County!*

King County is already leading - Some examples:

- \* Native Plant Salvage Program
- \* Wastewise Program
- \* Northwest Natural Yard Days
- \* Puget Sound Fresh

## *And It's Happening in King County!*

King County is already leading - Some examples:

- \* King County Hybrid Vehicle Fleet
- \* King County Metro
  - New ad campaign for mass transportation options
  - Fleets of hybrid electric/bio diesel metro buses

## *And It's Happening in King County!*

King County is already leading - Some examples:

- \* Healthy Families and Communities Task Force
- \* Wastewater Fuel Cell project
- \* LinkUp
- \* EcoDeals.Org

And more...

# *LEAD...*

King County is already a leader, and yet there are many more opportunities for leadership, many voids to be filled. One big idea...

## **A Greening Government Conference**

-Convene a regional or statewide (and potentially eventually a national conference of local governments supporting green building and sustainable development programs. This could be a huge benefit to King County and everyone else. There's a lot of experience and wisdom to share.

# *LEAD...*

Look for the hidden linkages that constrain change and begin to build support across the boundaries. Look for opportunities to collaborate with other organizations - like with the USGBC Greening the Codes Committee (that I chair), or the Government Committee, or the USGBC Chapter network. And there are other organizations that might help facilitate a national network of green building departments like NACO, ICC, EEBA, SBIC, NAHB Research Center, etc.

## *Follow...*

Leadership doesn't require inventing everything new in-house. It does require understanding what works, how and why it works, whether it makes sense and is appropriate here - whether it comes from here or somewhere else.

The reality is we all have to learn to change and respond more quickly and more effectively as the world around us changes. There isn't time or the need to invent it all new yourself.

## *Follow...*

The best leadership utilizes all opportunities for learning, collaborating, sharing, adapting. There's a rich field of emerging experience, wisdom, and creativity out there. Tap into it, add to it, enhance it, adapt it so that it enhances your work.

King County has extraordinary opportunities to partner with other jurisdictions in the region and across the country that are facing similar challenges and coming up with great solutions.

## *Follow...*

Aside from the obvious (Seattle), there are programs and efforts in so many places - to mention only some: Portland, Vancouver and Victoria BC, Northern California, Alameda County, San Francisco, San Jose, Berkeley, Marin County, Santa Barbara, Santa Monica, Scottsdale, Austin, Boulder, the state of Colorado, Aspen/Pitkin County, Frisco Texas, Kansas City, Cleveland, Chicago, Minnesota, New York City and State, Arlington County, Vermont, Atlanta, etc... they all have things of value to share...

# Take a Look at What's Out There...

## Aspen/Pitkin Renewable Energy Mitigation Program

In 2000, The City of Aspen and Pitkin County, Colorado, launched the Renewable Energy Mitigation Program (REMP). Designed to promote renewable energy and energy efficiency, REMP is the first program of its kind in the world. By requiring new homes to mitigate their environmental impacts, REMP has raised close to \$3 million for energy efficiency and renewable energy projects.

The *Aspen/Pitkin Energy Conservation Code* requires new homes to meet a strict energy “budget.” Homeowners who wish to consume additional energy to snowmelt a driveway or heat a pool can either install a renewable energy system or pay a renewable energy mitigation fee. The fees are justified because a heated driveway, for example, can use as much energy as a typical house.

The fees collected are dedicated to energy efficiency and renewable energy projects in the Roaring Fork Valley. Funding proposals are developed and reviewed by the Community Office for Resource Efficiency—a nonprofit organization that promotes renewable energy and energy efficiency in western Colorado—then approved by the Pitkin County Commissioners and Aspen City Council. REMP-funded projects include the following.

- **ARC Pool and Ice Rink.** Aspen's newest pool and rink facility includes efficient boilers, pumps and motors, and will also use a microturbine to generate electricity and a solar hot water system.
  - **Affordable Housing.** REMP funds are supporting solar hot water systems at two local affordable housing developments.
  - **Wagner Park Facilities.** A contemporary glass laminate solar electric system was installed at Wagner Park.
  - **Wind Power.** The REMP fund purchases two million kilowatt-hours of wind energy each year.
  - **Aspen High School.** The new Aspen High School incorporates daylighting features designed with REMP support.
  - **Ruedi Creek Hydro.** REMP provided an incentive for this grid-tied hydro system that produces 140,000 kilowatt-hours per year, eliminating 280,000 pounds of greenhouse gases.
  - **Green Design.** REMP funds are used to incorporate sustainable design principles into public buildings. They were also used to underwrite development of the Aspen and Pitkin County Efficient Building Program.
  - **Solar Incentives.** REMP supports a zero-interest loan program for solar installations.
  - **Washer Rebates.** Residents are offered \$100 incentives for purchasing energy- and water-saving clothes washers.
  - **Efficient Lighting.** The REMP program helps retrofit lights in area buildings. A project to retrofit the Aspen Skiing Company's Little Nell garage will eliminate 5 million pounds of greenhouse gases.
- In addition, grants are available to nonprofit groups and schools working on energy and environmental issues. For example, REMP recently helped Basalt Elementary School students preserve 50 acres of Brazilian rainforest. Other recipients have included the Science Outreach Center, Yampa Mountain High School, Solar Energy International and the winning 2002 Colorado University at Boulder Solar Decathlon team. ♦

Aspen's energy code is the most progressive in the U.S. - with a lot line to lot line energy budget. If you can't meet it you can do on-site renewable energy or pay into the REMP Fund...

For more info:  
[www.aspencore.org](http://www.aspencore.org)

# Take a Look at What's Out There...

*A typical home in this country requires about one acre of forest to build and generates roughly 4 pounds of waste per square foot. Manufacturing the cement for the 55 yards of concrete in the foundation generates over 20,000 pounds of CO<sub>2</sub> emissions. In 1990, American households consumed \$110 billion worth of energy alone. Buildings consume vast amounts of our resources and threaten the ecological systems that support life, from the ozone layer to the world's forests. Changing the way we build has become imperative. Environmental efficiency will no longer be an option in our future.*

This is the opening paragraph from the City of Aspen/Pitkin County Colorado *Efficient Building Program Resource Guide*...a program required by the local building codes...

For more info: [www.aspenpitkin.com](http://www.aspenpitkin.com)

## *Take a Look at What's Out There...*

The City of Chicago has a green building initiative that offers expedited plan review based on the level of performance of the building submitted. There are real incentives for participation in the program and it's taking off. The City uses outside private plan reviewers for the green projects but the green building staff person shepherds the plans through the process and offers technical support. The Mayor of San Francisco recently said that they want to outdo Chicago!

## *Get Out of the Way...*

This is a key to effective leadership... There are two kinds of leadership - leadership based on "power over" and leadership based on "power with."

The best leaders create more leaders, not more followers. The most effective organizations don't build dependencies - they build capacity throughout the organization.

## *Get Out of the Way...*

Authority and responsibility should be pushed as far down into the organization as is appropriate for a number of reasons. One is that in managing complex systems, it is rare that the level of knowledge and specific experience is sufficient at the top or in a central authority to be able to make the best decisions.

Effective organizations also encourage leadership to develop throughout the organization, not just at the top.

# *Get Out of the Way...*

DCAT has had a three phase approach to our codes work:

First - Awareness-building of the need for change

Second - Capacity-building to support the change

Third - Transfer of Leadership - if you do the first two phases well this happens naturally.

Our goal is to constantly work ourselves out of a job, not create dependencies...we try to get things pointed in the right direction and get out of the way.

## *Get Out of the Way...*

There is much more to be said about what is possible in King County. There is much more to be said about what is happening elsewhere and how King County can begin to tap into that. And there is more about learning to unleash the potential that exists within the people who work in and with the County.

The critical piece is to believe that this is possible, to see the larger picture and shared motivations and to begin asking new questions.

# *We Need Better Questions...*

Does this choice or action:

enhance or undermine our capacity to meet our needs locally/regionally?

create benefit without creating dependence on systems over which we have little or no control?

transfer wealth out of the community?

embed us and others in the community or displace or compel people to become transient?

# *We Need Better Questions...*

Does this choice or action:

enhance or destroy equity - both social/cultural equity related to fairness and justice, and tangible physical/economic benefits of belonging to and being "invested in" a place-based community?

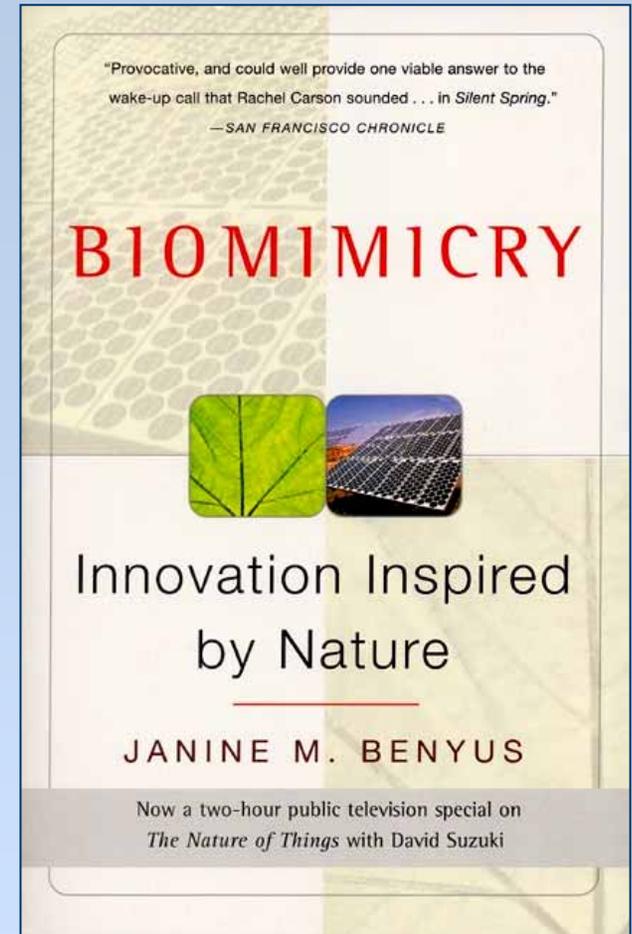
promote or undermine health - your own health, the health of your family, your neighbors, your community, region, nation and the health of people and living systems anywhere in the world?

Does it make visible what is possible?

# *What about Nature's Code?*

In her book, *Biomimicry*, Janine Benyus points us toward the kind of inspiration and questions that might lead eventually to the creation of regenerative codes, based on the way nature builds things...

[www.biomimicry.net](http://www.biomimicry.net)



# *What about Nature's Code?*

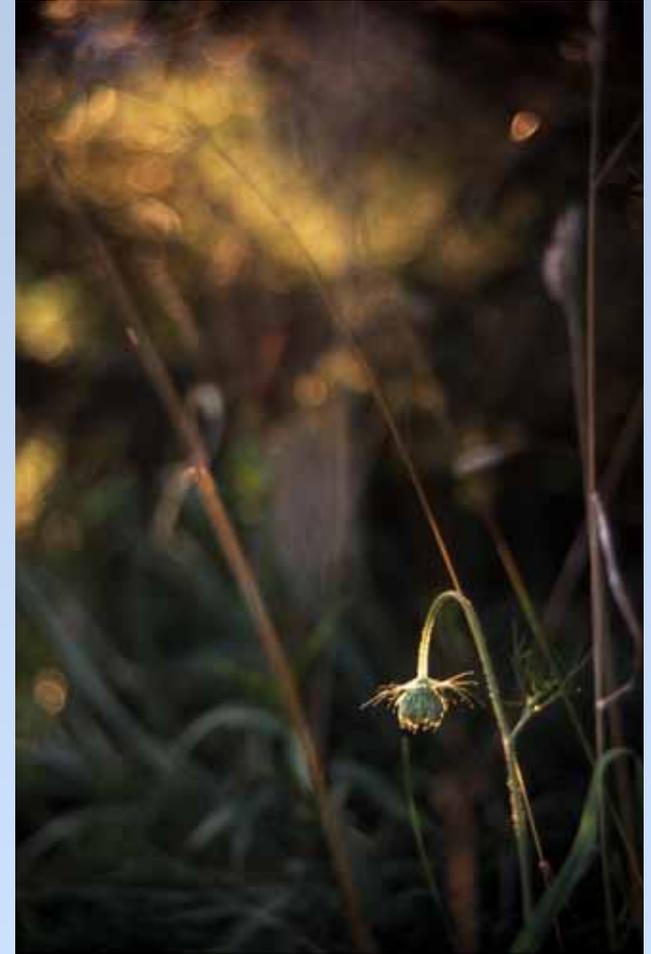
“For too long we have judged our innovations by whether they are good for us, which has increasingly come to mean whether they are profitable. Now...we have to put what is good for life first, and trust that it will also be good for us. The new questions should be “Will it fit in?,” “Will it last?,” and “Is there a precedent for this in nature?” If so, the answers to the following questions will be yes:

Does it run on sunlight?  
Does it use only the energy it needs?  
Does it fit form to function?  
Does it recycle everything?  
Does it reward cooperation?  
Does it bank on diversity?  
Does it utilize local expertise?  
Does it curb excess from within?  
Does it tap the power of limits?  
Is it beautiful?” - Janine Benyus



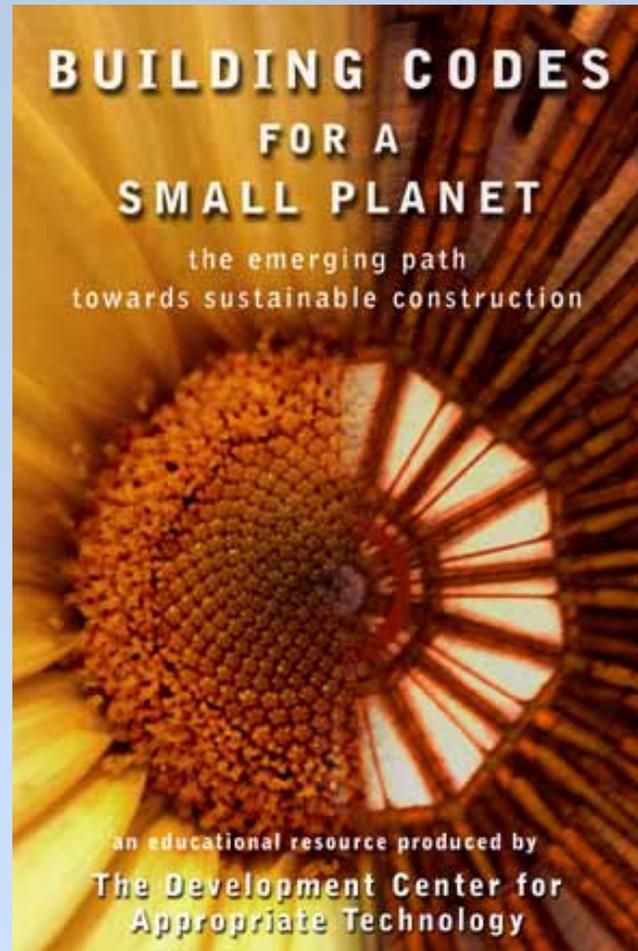
# *What about Nature's Code?*

Solutions will emerge in the context of local communities, in ways that build local wealth, health, and equity. When we start asking the right questions we'll start getting the kind of answers that will allow us to begin to re-integrate ourselves into the natural world. That will put us on the path to security and sustainable communities.



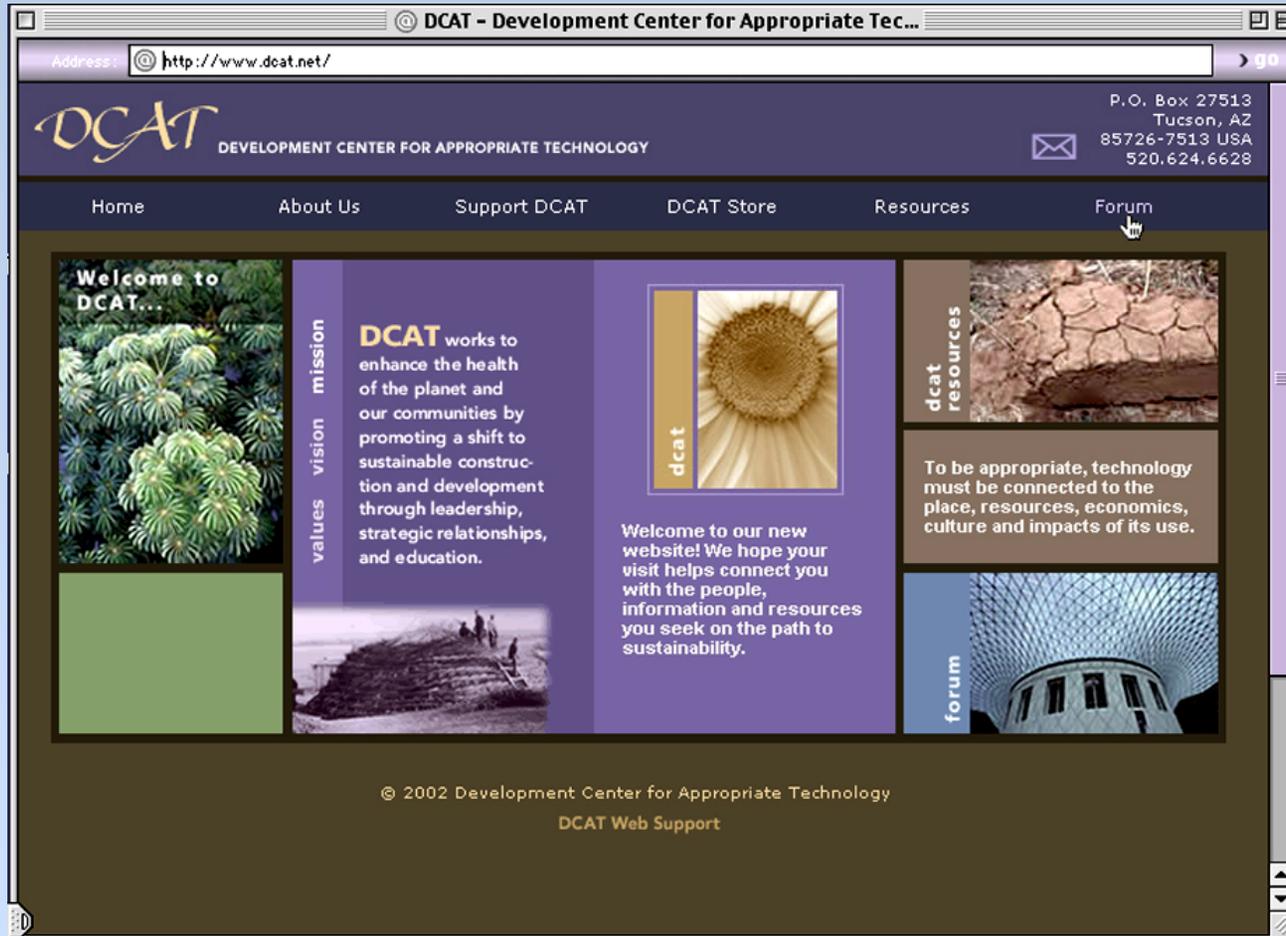


# *DCAT Resources*



**Awareness raising video/CD/DVD**

# DCAT Resources



Website: [www.dcat.net](http://www.dcat.net)

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