



TO: Mayor and Councilmembers

FROM: Peter Imhof, Director, Planning & Environmental Review

CONTACT: Cindy Moore, Sustainability Coordinator

SUBJECT: STAR Communities Rating System and Certification

RECOMMENDATION:

Receive a presentation from STAR Communities on the STAR Communities Rating System, the City of Goleta's award as a Certified 3-STAR Community, and a summary of the June 4, 2018, workshop.

BACKGROUND:

STAR Communities, a non-profit organization, administers the STAR Community Rating System®, the nation's first comprehensive framework and certification program for evaluating local sustainability, encompassing economic, environmental, and social performance measures. The rating system was developed by local governments for local governments who use its metrics to assess their current level of sustainability in seven key areas, set targets for moving ahead, and measure progress.

In 2016, the City first included development of a sustainability plan as a budget objective and identified the STAR Community Rating System as a tool to help identify what characteristics contribute to a sustainable community. The City of Goleta started on the path to STAR certification as one of six communities in the Fall 2016 Leadership STAR Community Program. The Leadership Program provides staff support and services over the course of a year to a cohort of communities as they perform a baseline sustainability assessment using the STAR Community Rating System. The Fall 2016 cohort included the cities of Annapolis, MD; Devens, MA; New Bedford, MA; Peoria, AZ; Reno, NV in addition to Goleta. These communities were the first Leadership cohort to be certified under the newly released Version 2.0 of the STAR Community Rating System.

DISCUSSION:

In the fall of 2017, the City achieved 3-STAR certification under the STAR Community Rating System, the first municipality on the Central Coast to do so. The City subsequently embarked on post-certification activities to better understand STAR certification results,

engage local sustainability stakeholders, and inform future implementation and strategy based on lessons learned from certification. These activities include completion of a STAR Certification Results Report and an Implementation Workshop.

The Results Report is provided in Attachment 1 and includes the following:

- Background on STAR Communities & Rating System;
- Details on Goleta's path to STAR certification;
- Overview of Goleta's results and breakdown by goal area;
- Strengths and weaknesses analysis;
- Opportunities for improvement; and
- Tips for advancing progress going forward

The Implementation Workshop was held on June 4, 2018 and was intended to:

- Provide participants with an update on the status of sustainability as measured in the STAR application and give a national context for Goleta's STAR certification;
- Explore gaps identified through certification;
- Support local goals such as 100% renewable energy initiative;
- Develop a consensus-based list of future actions for the community;
- Understand and prioritize next steps for stakeholders in Goleta; and
- Assist with implementation and future tracking.

Aaron Lande, STAR Communities Manager of Operations & Member Relations, will provide a brief presentation on the STAR Communities Rating System, the City of Goleta's certification results, and a summary of the June 4, 2018 public workshop.

It is intended that the City use its certification results as a foundation upon which to build the City's first sustainability plan and advance local resiliency goals. Development of a sustainability plan can utilize the STAR Community Rating System framework to help convey the City's sustainability vision and goals for the future, set realistic targets, and create a process for measuring progress and achieving the identified goals.

GOLETA STRATEGIC PLAN:

The recommended items in this report relate to the following 2017-19 Strategic Plan strategies, goals, and objectives:

City-Wide Strategy: Support Environmental Vitality

Strategic Goal: Adopt best practices in sustainability

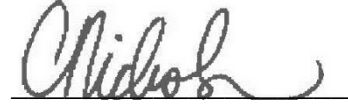
Objectives:

- 1) Utilize the Sustainability Tools for Assessing and Rating (STAR) Community Rating System certification results as a means to assess sustainability efforts; and
- 2) Develop a Sustainability Plan to identify and achieve goals that foster Sustainability.

FISCAL IMPACTS:

There is no fiscal impact associated with receiving this report.

Reviewed By:



Carmen Nichols
Deputy City Manager

Approved By:



Michelle Greene
City Manager

ATTACHMENT:

1. STAR Certification Results Report

ATTACHMENT 1

STAR Certification Results Report



STAR Certification Results Report

City of Goleta, CA
Certified 3-STAR Community
November 2017



TABLE OF CONTENTS

STAR BACKGROUND

- The STAR Community Rating System 3
- The STAR Framework & Evaluation Measures 4

GOLETA'S STAR RATING

- Goleta's STAR Journey 5
- Overview of Goleta's Score 6
- National Context for Goleta's Score 7
- Comparative Analysis of Goleta's Score 8

OBJECTIVE ANALYSIS

- Built Environment 9
- Climate & Energy 13
- Economy & Jobs 17
- Education, Arts & Community 21
- Equity & Empowerment 25
- Health & Safety 29
- Natural Systems 33
- Innovation & Process 37

NEXT STEPS 40



This report was prepared by STAR Communities for the City of Goleta, CA in March 2018. STAR COMMUNITIES® and the STAR COMMUNITY RATING (& design) marks are federally registered marks of STAR Communities. Copyright ©2018 STAR Communities. All rights reserved.



The STAR Community Rating System

The STAR Community Rating System™ (STAR) is the nation's leading framework and certification program for evaluating community-wide sustainability, encompassing economic, environmental, and social performance measures. Sustainability means different things to different people, so STAR provides a clear, data-driven approach to assessing communities' sustainability efforts. The STAR framework helps communities assess their efforts in key areas and define sustainability for themselves. The rating system is maintained by STAR Communities, a nonprofit organization based in Washington, DC that works to evaluate, improve, and certify sustainable communities in North America.

STAR was developed for local governments by local governments. Nearly two hundred volunteers representing fifty cities and counties, state and federal agencies, nonprofit organizations, national associations, universities, utilities, and private corporations contributed thousands of hours and diverse expertise to the development of Version 1.0 of the STAR Community Rating System, which was released in 2012. Experts served on steering, technical, and ad hoc committees, which led to the development of the framework, methodologies for measurement, credits, and requirements for achieving and maintaining a STAR Community Rating®. Following a similar methodology, Version 2.0 of STAR was developed over the course of 18 months and officially released in August 2016.

To promote continuous improvement towards sustainability, STAR Communities has developed a certification program based off of the measures in the rating system. To apply for a STAR Community Rating, the town, city, or county government must be the primary applicant. Staff and/or community representatives fill out an online application by providing data on a variety of community sustainability indicators and coordinating data collection from both governmental agencies and community partners.

Communities choose the measures that they would like to report on and are not required to submit on all measures. This allows local governments to report on the objectives that are most relevant to their communities. Once the community submits a completed application, STAR Communities' verification team reviews and verifies all measures for accuracy and then assigns a rating based upon a total cumulative score of points. A STAR Community Rating lasts four years from certification date.

GOAL AREA	PURPOSE & INTENT
Built Environment	Achieve livability, choice, and access for all where people live, work, and play
Climate & Energy	Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency
Education, Arts & Community	Empower vibrant, educated, connected, and diverse communities
Economy & Jobs	Create equitably shared prosperity and access to quality jobs
Equity & Empowerment	Ensure equity, inclusion, and access to opportunity for all citizens
Health & Safety	Strengthen communities to be healthy, resilient, and safe places for residents and businesses
Natural Systems	Protect and restore the natural resource base upon which life depends
Innovation & Process	Recognize important local government practices and processes that guide the implementation of sustainability and accelerate achievement of STAR goals

Table 1: The Rating System is divided into eight thematic sustainability goal areas,

The STAR Framework & Evaluation Measures

The STAR Community Rating System is built on a framework of sustainability goals, objectives, and evaluation measures. Version 2.0 of the Rating System contains seven sustainability goals, plus a separate Innovation & Process section. Under each goal, there are either six or seven objectives. These forty-five objectives are the core thematic areas that contain evaluation measures and metrics.

Built Environment	Climate & Energy	Economy & Jobs	Education, Arts, & Community	Equity & Empowerment	Health & Safety	Natural Systems
BE-1: Ambient Noise & Light	CE-1: Climate Adaptation	EJ-1: Business Retention & Development	EAC-1: Arts & Culture	EE-1: Civic Engagement	HS-1: Active Living	NS-1: Green Infrastructure
BE-2: Community Water Systems	CE-2: Greenhouse Gas Mitigation	EJ-2: Green Market Development	EAC-2: Community Cohesion	EE-2: Civil & Human Rights	HS-2: Community Health	NS-2: Biodiversity & Invasive Species
BE-3: Compact & Complete Communities	CE-3: Greening the Energy Supply	EJ-3: Local Economy	EAC-3: Educational Opportunity & Attainment	EE-3: Environmental Justice	HS-3: Emergency Management & Response	NS-3: Natural Resource Protection
BE-4: Housing Affordability	CE-4: Energy Efficiency	EJ-4: Quality Jobs & Living Wages	EAC-4: Historic Preservation	EE-4: Equitable Services & Access	HS-4: Food Access & Nutrition	NS-4: Outdoor Air Quality
BE-5: Infill & Redevelopment	CE-5: Water Efficiency	EJ-5: Targeted Industry Development	EAC-5: Social & Cultural Diversity	EE-5: Human Services	HS-5: Health Systems	NS-5: Water in the Environment
BE-6: Public Parkland	CE-6: Local Government GHG & Resource Footprint	EJ-6: Workforce Readiness	EAC-6: Aging in the Community	EE-6: Poverty Prevention & Alleviation	HS-6: Hazard Mitigation	NS-6: Working Lands
BE-7: Transportation Choices	CE-7: Waste Minimization				HS-7: Safe Communities	

Table 2: Version 2.0 of the STAR framework of goals and objectives

STAR objectives are achieved through attainment of two types of evaluation measures: community-level outcomes and local actions. Community-level outcomes are measurable indicators that depict a community's progress toward a preferred state or condition within the STAR objective it supports. Outcomes are represented as trend lines, targets, or thresholds in the rating system. Examples include reductions in energy use or increased transportation access.

Local actions describe the range of decisions and investments that a local government or community can make, or the activities that they can engage in, that are essential to making progress within objectives. Local actions in the rating system focus on the key interventions that move the needle towards STAR's identified outcomes. Since many public, private, and non-profit organizations within the community contribute towards advancing sustainability goals, the rating system recognizes these efforts, not only those of the local government.

There are nine defined action types in the rating system. Preparatory actions are foundational steps that a community should take first to assess the community's needs and trends, identify and execute policy and regulatory changes, and strengthen partnerships and collaborations in order to effectively deploy resources and investments. Implementation actions are the programs and services, enforcement and incentive mechanisms, and infrastructure investments a community makes in order to efficiently and equitably move the needle towards the desired outcomes.

Goleta's STAR Journey

From the beginning of the City of Goleta's incorporation in 2002, the City demonstrated a commitment to sustainability by embedding numerous sustainability-related policies in its first General Plan/Coastal Land Use Plan. In 2016 the City included development of a sustainability plan as a budget objective and identified the STAR Community Rating System as a tool to help identify what characteristics contribute to a sustainable community. To bring further cohesion to these local sustainability and quality of life efforts, Goleta staff decided to use STAR as the framework to assess the current level of sustainability, help define the City's sustainability vision and goals for the future, set realistic targets, and create a process for measuring progress and achieving identified goals.

The City of Goleta started on the path to STAR certification as one of six communities in the Fall 2016 Leadership STAR Community Program. The Leadership Program provides extensive staff support and services over the course of a year to a cohort of communities as they perform a baseline sustainability assessment using the STAR Community Rating System.

The Fall 2016 cohort was the sixth class of the Leadership Program, and included Annapolis, MD; Devens, MA; New Bedford, MA; Peoria, AZ; Reno, NV in addition to Goleta. These communities were the first Leadership cohort to be certified under the newly released Version 2.0 of the STAR Community Rating System. Staff from the participating communities met in Kansas City in September 2016 to receive an orientation and intensive training on the rating system's measures, project management tips, the certification process, and how to communicate results. Cindy Moore, Sustainability Coordinator for the City of Goleta, represented the community at the training and served as the project manager for the certification process.

After returning from Kansas City, Goleta staff began the data gathering and reporting process. Over the course of 2016 and 2017, they received regular technical support, such as monthly check-in calls with a dedicated STAR coordinator and quarterly networking calls with other Leadership participants. Information was gathered for the certification application with the assistance of numerous individuals and organizations including UCSB, City staff members from the City Manager's Office, Public Works, Finance, Neighborhood Services, and Planning Departments; community partners such as the Santa Barbara County Sheriff's Office and the Goleta Water and Goleta Sanitary Districts, and private sector companies such as JDL Mapping.

In November 2017, the City of Goleta achieved STAR certification. The City was awarded the Certified 3-STAR Community Rating, receiving 279.6 points to be recognized for sustainability leadership.



The City intends to use its certification results as a foundation upon which to build the sustainability plan and advance local resiliency goals. In December 2017 the Goleta City Council formally adopted a goal to achieve 100% renewable electricity community-wide by 2030 to create a more resilient community in the face of vulnerabilities in the regional electricity grid. Going forward, the STAR rating system will be used to track performance with annual reporting on key sustainability indicators and to measure progress to strive for achievement of a 4-STAR rating as part of a re-certification effort.

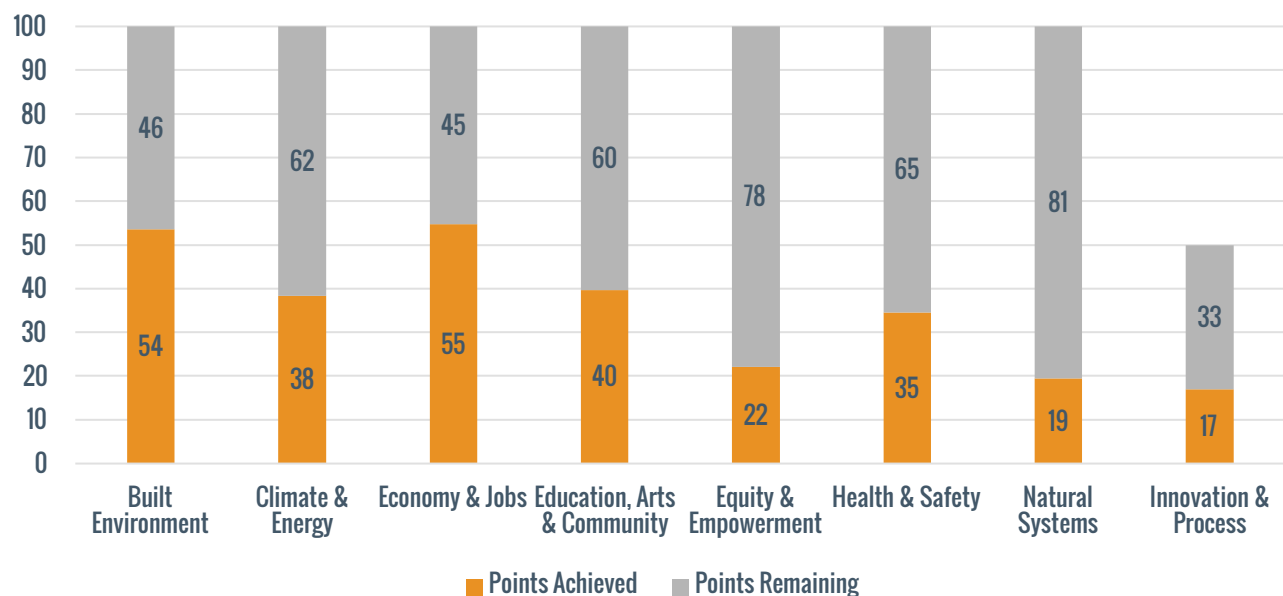
Overview of Goleta's Score

Communities pursuing STAR certification accumulate points by demonstrating their achievements across seven goal areas. Each community chooses which measures to report on from a menu of over five hundred quantitative outcome and qualitative action measures. This allows local governments to report on the measures that are most important and relevant to their communities. STAR Communities performs a rigorous third party verification of each application to ensure conformity with national standards and best practices before certifying a community. There are three STAR certification levels: 3-STAR Community (250-449 points), 4-STAR Community (450-649 points), and 5-STAR Community (650+ points).

On November 7, 2017, Goleta received a Certified 3-STAR Community Rating by earning 279.6 points under Version 2.0 of the STAR Community Rating System. The chart below illustrates Goleta's performance across all goal areas, with the best performance in Economy & Jobs and Built Environment.

Goal Area	Points Available	Points Achieved	Percent Achieved
Built Environment	100	53.6	54%
Climate & Energy	100	38.4	38%
Economy & Jobs	100	54.7	55%
Education, Arts & Community	100	39.7	40%
Equity & Empowerment	100	22.2	22%
Health & Safety	100	34.6	35%
Natural Systems	100	19.4	19%
Innovation & Process	50	17.0	52%
Totals	750	279.6	37%

Table 3: Goleta's STAR Certification Final Score by Goal Area



Graph 1: Goleta's STAR Certification, Total Points by Goal Area

National Context for Goleta's Score

Hundreds of communities are using the STAR Community Rating System, and as of February 2018, seventy-one have achieved STAR certification. Four are 5-STAR communities, twenty-nine are 4-STAR communities, and thirty-eight are 3-STAR communities.

All certified communities worked to comprehensively document the efforts they are making to create a more sustainable place. Goleta's STAR certification is a testament to the City's commitment to creating a better community for all of its citizens and will serve as an important benchmark from which to move forward. Goleta was one of the first communities to be certified under Version 2.0 of the rating system.

5-STAR COMMUNITIES

- Baltimore, MD
- Cambridge, MA
- Northampton, MA
- Seattle, WA

4-STAR COMMUNITIES

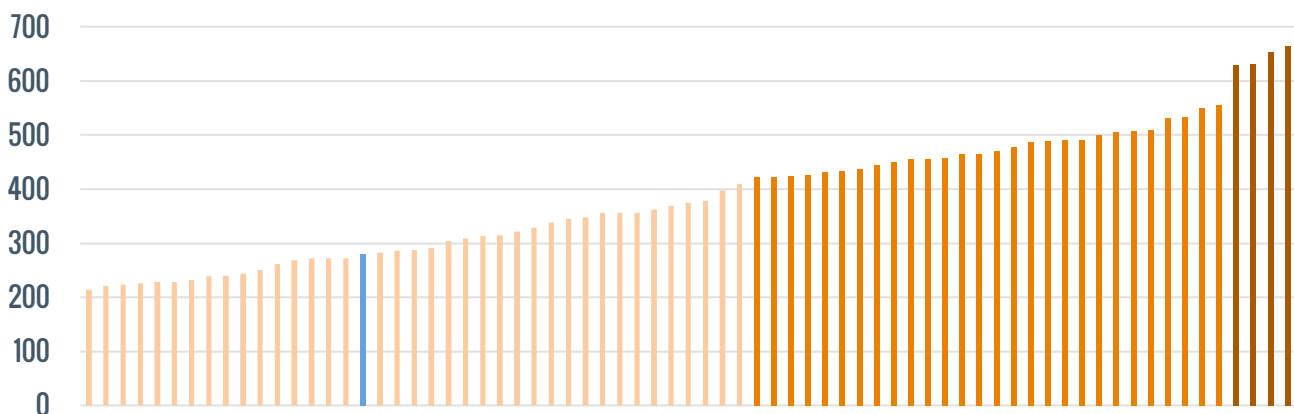
- Ann Arbor, MI
- Austin, TX
- Boise, ID
- Broward County, FL
- Burlington, VT
- Columbus, OH
- Davenport, IA
- Devens, MA
- Dubuque, IA
- Durham, NC
- Durango, CO
- Evanston, IL
- Henderson, NV
- Indianapolis, IN
- Iowa City, IA
- Kansas City, MO
- King County, WA
- Las Vegas, NV

- Lawrence, KS
- Louisville, KY
- Memphis/Shelby County, TN
- Plano, TX
- Portland, OR
- Raleigh, NC
- Steamboat Springs, CO
- Tacoma, WA
- Tucson, AZ
- Washington, DC
- West Palm Beach, FL

3-STAR COMMUNITIES

- Abington Township, PA
- Albany, NY
- Annapolis, MD
- Atlanta, GA
- Beaverton, OR
- Birmingham, AL
- Blue Island, IL
- Chandler, AZ
- Charles City, IA
- Cleveland, OH
- Columbia, MO
- Columbia, SC
- Denton, TX

- Des Moines, IA
- El Cerrito, CA
- Fayetteville, AR
- Fort Collins, CO
- Goleta, CA
- Houston, TX
- Las Cruces, NM
- Lee County, FL
- Monroe County, FL
- New Bedford, MA
- Palm Bay, FL
- Park Forest, IL
- Peoria, AZ
- Phoenix, AZ
- Pinecrest, FL
- Reading, PA
- Reno, NV
- Riverside, CA
- Rosemount, MN
- San Antonio, TX
- St. Louis, MO
- St. Petersburg, FL
- Wichita, KS
- Winston-Salem, NC
- Woodbridge, NJ



Graph 2: Final scores of all certified STAR communities as of February 2018. Goleta is shown in blue. Scores are normalized to V2.0 total points by percentage achieved, for comparability between V1.x and V2.0.

Comparative Analysis of Goleta's Score

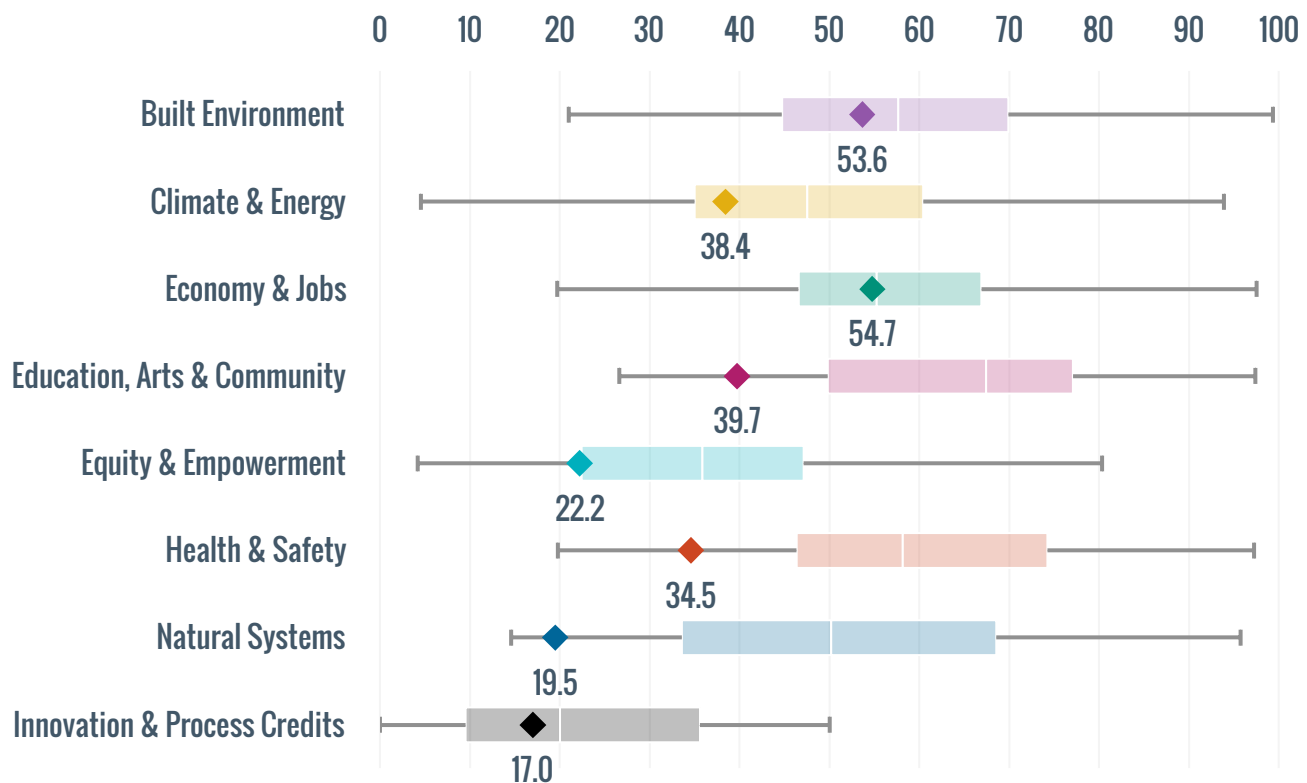
A closer examination of Goleta's point totals in each goal area compared to other certified communities reveals areas of stronger performance as well as opportunities for improvement. The box-and-whisker graph below illustrates how Goleta performed in each goal area relative to all other certified communities.

The box-and-whisker graph is divided into quartiles, with the middle division representing the median achieved score and the outer ends on the "whiskers" representing the lowest and highest achieved score. The section from the end of the whisker on the low end to the beginning of the box represents the 25th percentile, the first half of the box represents scores from the 25th-50th percentile, the second half of the box represents score from the 50th-75th percentile, and the whisker on the higher end represents scores in the 75th-100th percentile.

The smaller the box, the closer the distribution of scores, while a longer box indicates that the scores are more dispersed.

Goleta's highest score overall and relative to other communities was Economy & Jobs, which landed at approximately the 50th percentile. Goleta fell in the second 25th percentile in Built Environment, Environment, Climate & Energy, and Innovation & Process. The Natural Systems goal area represents the goal area with the most opportunity for improvement relative to other communities.

The next section will go a step further, and break down the scores within each goal area and look at Goleta's performance in the forty-five STAR objectives.



Graph 3: Comparative analysis of Goleta's goal area scores. The diamonds indicate Goleta's score in each goal area. The colored boxes represent the 25th-75th percentile of all certified communities' scores.



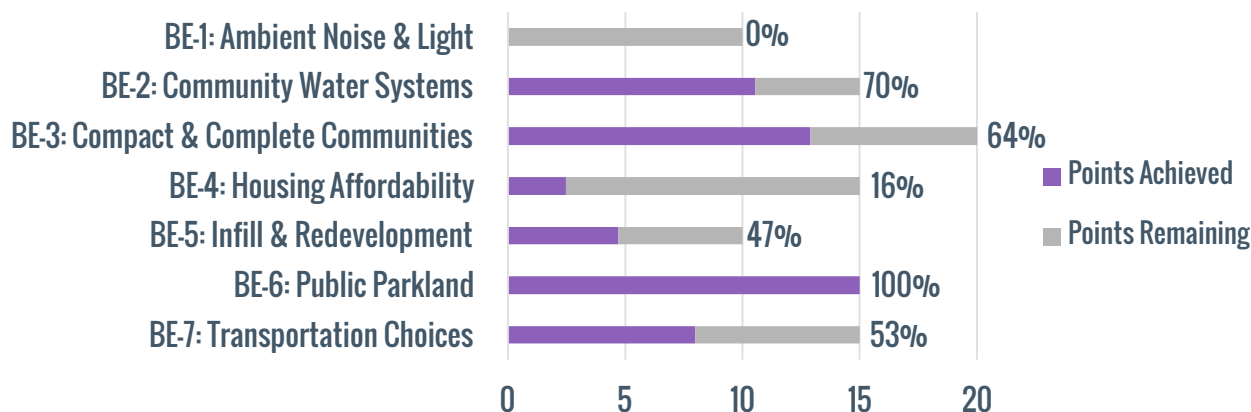
BUILT ENVIRONMENT

Overview

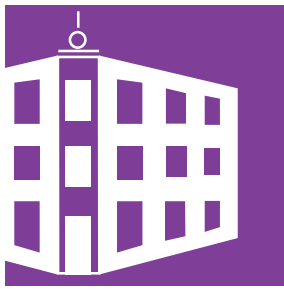
The seven objectives in the Built Environment goal area evaluate community development patterns, livability, and design characteristics, with an emphasis on access and choice for all residents regardless of income.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
BE-1	Ambient Noise & Light: Minimize and manage ambient noise and light levels to protect public health and the integrity of ecological systems	10
BE-2	Community Water Systems: Provide a clean and secure water supply for all local users through the management of potable water, wastewater, stormwater, and other piped infrastructure	15
BE-3	Compact & Complete Communities: Concentrate development in compact, human-scaled, walkable centers and neighborhoods that connect to public transit, offer diverse uses and services, and provide housing options for families of all income levels	20
BE-4	Housing Affordability: Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing options for all residents	15
BE-5	Infill & Redevelopment: Focus growth and redevelopment in infill areas to reduce sprawl and ensure existing infrastructure that supports the community is in satisfactory working condition	10
BE-6	Public Spaces: Create a system of well-used and enjoyable public parkland that feature equitable, convenient access for residents throughout the community	15
BE-7	Transportation Choices: Promote diverse transportation modes, including walking, bicycling, and public transit, that are safe, low-cost, and reduce vehicle miles traveled	15

Goleta achieved 53.6 out of the 100 total available points in this goal area, receiving full credit in BE-6: Public Parkland and 70% of points in BE-2: Community Water Systems. The objectives with the most points left on the table are BE-1: Ambient Noise & Light and BE-4: Housing Affordability.



Graph 4: Goleta's Built Environment performance by objective.



BUILT ENVIRONMENT

Objective Analysis

BE-1: AMBIENT NOISE & LIGHT

0/10 points

Goleta submitted no data and received no points in this objective, which aims to minimize and manage ambient noise and light levels to protect public health and the integrity of ecological systems. The quantitative outcome measures that track progress in this objective include the measurement of daytime ambient noise, light glare/trespass, and darkness in the night sky.

Moving forward, the City could consider adopting outdoor lighting guidelines or an ordinance, an action completed by 63 of 71 certified STAR communities, or a noise ordinance (completed by 43 of 71) to establish a foundation for future mitigation efforts. Additionally, establishing clear lines of authority for the enforcement of these ordinances (38 of 71) can ensure that adopted policies positively impact the outcomes in this objective.

BE-2: COMMUNITY WATER SYSTEMS

10.5/15 points

Full credit was received in two of four outcomes by meeting national standards for safe drinking water and safe wastewater management. Goleta did not receive credit in the other two outcomes, which ask a community to demonstrate a secure water supply and address stormwater management compliance across construction, industrial, and MS4 activities.

Goleta achieved 80% of available preparatory-type actions by demonstrating substantial water planning efforts are in place, in addition to drought management authority and monthly water quality and use monitoring and reporting. 40% of implementation-type actions were also achieved. This action distribution demonstrates a

solid foundation for further implementation in the future to build upon already implemented full-cost water pricing and ongoing improvements to the wastewater treatment facility and stormwater drainage systems. Future efforts might include a leak reduction program, an effort completed by 48 of 71 certified STAR Communities or other innovative water infrastructure improvements such as pretreatment for wastewater or nutrient capture systems (45 of 71).

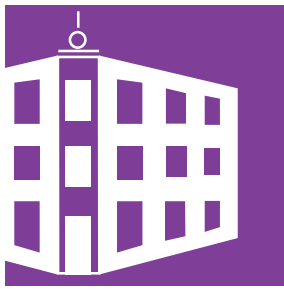
BE-3: COMPACT & COMPLETE COMMUNITIES

12.9/20 points

In this objective, STAR asks that communities identify a number of areas to analyze as compact and complete centers (defined as walkable ½ mile areas with a variety of uses and transit accessibility). The number of compact & complete centers that a community must report on is based upon population; Goleta was required to report on one center. The City received partial credit on two of four outcomes related to location efficiency and urban design on the center.

Several strong actions support the success of the identified center. The *Goleta General Plan/Coastal Land Use Plan* supports and identifies that the Hollister corridor in Old Town is an area well suited for compact and complete mixed-use development. In addition, the *Goleta Heritage District Architecture and Design Guidelines* reinforce this by specifying appropriate building setbacks along the corridor.

To further improve, the City could consider adopting regulatory strategies to permit or incentivize increased density, a step completed by 51 of 71 certified STAR communities, or adopting advanced parking strategies in transit-served or mixed-use areas (29 of 71).



BUILT ENVIRONMENT

Objective Analysis, continued

BE-4: HOUSING AFFORDABILITY

2.5/15 points

Goleta submitted data on affordable housing production, but did not earn credit for the three outcomes in BE-4. While above-moderate income housing production has exceeded production goals, very low, low, and moderate housing has not. In addition to production, this objective looks at housing and transportation costs and affordable rental housing preservation.

Goleta received credit for three of eight possible actions, with all three being preparatory type. The City demonstrated notable regional collaboration around affordable housing through the *Joint Affordable Housing Task Group* and *Coastal Housing Partnership*, in addition to fulfilling the state requirement of including a comprehensive housing strategy as part of their general plan.

These completed actions are an important step towards potential programs that could work to preserve or expand affordable housing. For example, the City of El Cerrito's Affordable Housing Program is built around a bonus ordinance that provides incentives for developments that include at least ten percent of total units for lower income households.

BE-5: INFILL & REDEVELOPMENT

4.7/10 points

The City received full credit for one of two outcomes in BE-5, which asks communities to demonstrate at least 51% infill development. Given Goleta is a predominately built out community, nearly 100% of development can be considered infill. The City did not submit for the second outcome, which assesses the condition of existing public infrastructure.

Goleta received credit for one of the eleven actions in BE-5. The *San Jose Creek Channel* improvements work to reduce flooding in Old Town and promote redevelopment in the area. The City could consider developing an inventory of existing infrastructure conditions, a brownfields education program (35 of 71), or temporary creative neighborhood uses for vacant city properties not currently in use (41 of 71).

BE-6: PUBLIC SPACES

15/15 points

Goleta received full points for BE-6 through successful completion of all four outcomes, which measure parkland acreage, proximity to residents, connectivity, and use and satisfaction.

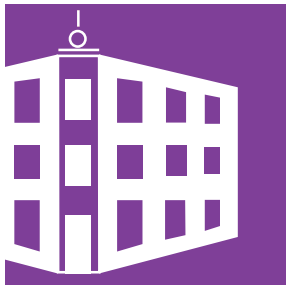
The City has 17.7 acres of parkland per 1,000 residents (above the STAR threshold of 13.5) and 97% of residents live within a ½ mile walk of a park. All residents are within 3 miles of an off-road trail and 93% used a recreation facility, such as a park, at least once in the past year.

BE-7: TRANSPORTATION CHOICES

8.0/20 points

Goleta received credit in three outcomes by demonstrating very low bicycle and pedestrian fatalities, a 32% decrease in vehicle miles traveled, and a high percentage of bike and walk commuters. The City did not meet the transportation affordability outcome.

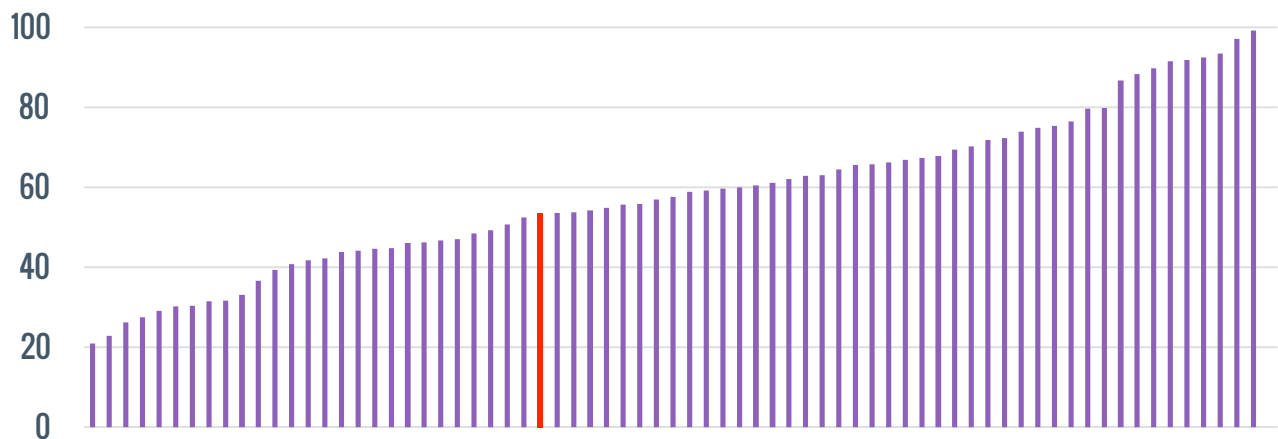
Moving forward, the City could adopt several preparatory-type measures such as development regulations for walkability (35 of 71) or complete streets policies (48 of 71), that could further advance the solid results already achieved.



BUILT ENVIRONMENT Comparative Analysis

The graph below shows how Goleta's Built Environment total score compares to those from other certified communities. The City falls between the 25th and 50th percentile of the 71 STAR certified communities. Relative to other communities, Goleta received below median scores in BE-1: Ambient Noise & Light and BE-4: Affordable Housing, near median scores in BE-2: Community Water Systems and BE-7: Transportation Choices, and above median scores in BE-3: Complete & Compact Communities and BE-6: Public Parkland. BE-1 and BE-4 may be good areas to focus additional efforts.

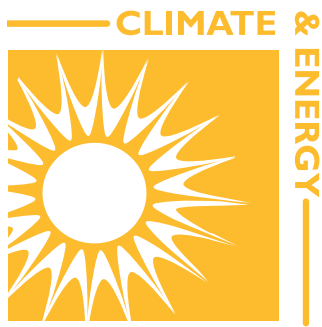
The City performs well in Outcome measures for BE-6, BE-7, and BE-2, and generally has a higher percentage of preparatory-type measures than implementation-type actions in place across the objectives. Additional preparatory measures in BE-1 and BE-4 can lead to progress across this goal area. Efforts in BE-4 could also be aligned with additional measures in BE-5: Infill & Redevelopment, as increased infill and housing affordability are typically closely linked.



Graph 5: Goleta's Built Environment total score in red, as compared to all certified STAR communities.

BUILT ENVIRONMENT HIGHLIGHTS:

- 17.71 acres of parkland per 1,000 residents
- 93% of residents reported using recreation facilities in the past year
- 97% of residents are within a 1/2-mile walk distance to public parkland
- 35% reduction in vehicle miles traveled since 2002



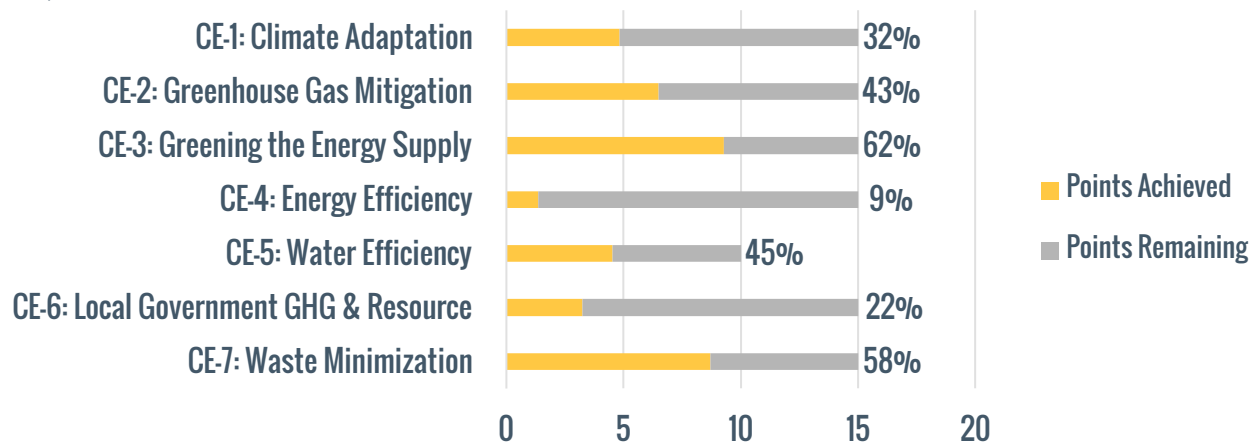
CLIMATE & ENERGY

Overview

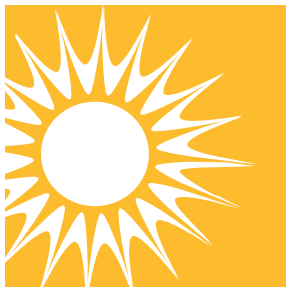
The seven objectives in STAR's Climate & Energy goal area aim to reduce climate impacts and increase resource efficiency in order to create safer and healthier communities.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
CE-1	Climate Adaptation: Strengthen the resilience of communities to climate change impacts on built, natural, economic, health, and social systems	15
CE-2	Greenhouse Gas Mitigation: Achieve greenhouse gas emissions reductions throughout the community	15
CE-3	Greening the Energy Supply: Transition the local energy supply for both transportation and non-mobile sources toward the use of renewable, less carbon-intensive, and less toxic alternatives	15
CE-4	Energy Efficiency: Minimize energy use and demand in the residential, commercial, and industrial sectors as a means to increase energy efficiency in the community	15
CE-5	Water Efficiency: Minimize water use and demand as a means to conserve water in the community	10
CE-6	Local Government GHG & Resource Footprint: Lead by example by reducing local government greenhouse gas emissions and minimizing energy and water use in local government facilities and specified local infrastructure	15
CE-7	Waste Minimization: Reduce and reuse material waste produced in the community	15

Goleta achieved 38.4 out of the 100 total available points in Climate & Energy. The City scored highest in CE-3: Greening the Energy Supply and CE-7: Waste Minimization. The objectives with the most room for improvement are CE-4: Energy Efficiency and CE-6: Local Government GHG & Resource Footprint.



Graph 6: Goleta's Climate & Energy performance by objective.



CLIMATE & ENERGY

Objective Analysis

CE-1: CLIMATE ADAPTATION

4.8 /15 points

The City of Goleta was unable to demonstrate vulnerability reduction in locally identified vulnerabilities or increased resiliency to communitywide risks, and thus did not receive credit in this objective's one outcome.

The City did receive credit for five of ten actions, with a focus on regional collaboration. Preparatory actions include the local *Coastal Hazards Vulnerability Assessment* and participation in county efforts including the *Santa Barbara County Multi-Jurisdiction Hazard Mitigation plan* and regional *Mitigation Advisory Committee*.

To improve in this objective, the City could begin tracking and publishing vulnerability or resiliency metrics to start to explore existing conditions. Of the 71 certified communities, 23 have put in place educational programming pertaining to climate adaptation. Goleta could consider implementing similar programming, or incentives (21 of 71) for shifting behaviors to further support local climate adaptation progress.

CE-2: GREENHOUSE GAS MITIGATION

6.5/20 points

Goleta did not receive credit in the single outcome for this objective, which measures trends in communitywide GHG emissions.

The City's *Climate Action Plan*, adopted in 2014, outlines practices that help the City lead by example to reduce greenhouse gas emissions and identifies local targets for reductions. The City has taken steps to remove barriers to solar energy, improve bike lanes, and study city employee commutes, but a GHG inventory has not been

completed since 2007. An important next step for the community could be an updated GHG inventory that shows how the community's emissions have changed over the past decade.

CE-3: GREENING THE ENERGY SUPPLY

9.3/15 points

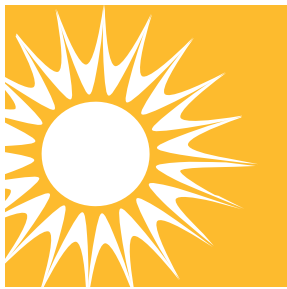
Goleta received credit for both outcomes by demonstrating that 3.57 electric vehicle charging stations are available per 10k residents and that 28% of the local energy supply comes from renewable sources.

Credit was received for four of ten available actions. Participation in the *Central Coast Clean Cities Coalition* and the *Goleta Green Building Program*, which provides incentives for projects that are solar ready and include electric vehicle ready infrastructure, helped the City achieve the outcomes. Future improvements could include participation in a solar-ready community recognition program or adoption of a plan to drive additional shifts to alternative fuels and renewable energy sources (done by 28 of 71 certified communities).

CE-4: ENERGY EFFICIENCY

1.4/15 points

This objective focuses on minimizing energy use and demand in the residential, commercial, and industrial sectors as a means of increasing energy efficiency in the community. Goleta did not receive credit for the two outcomes that look at community energy use and heat island mitigation, but did receive credit for one of the eleven actions. The City's *Green Building Program* incentivizes the construction of energy efficiency buildings and helps to reduce the community's energy use.



CLIMATE & ENERGY

Objective Analysis, continued

Efforts to improve results in the objective may center upon volunteer efforts, such as an educational campaign to engage residents in energy efficiency efforts or incentives for energy efficiency in existing buildings, or more regulatory-based efforts, such as energy use disclosure ordinances and advanced building codes.

CE-5: WATER EFFICIENCY

4.5/10 points

This objective focuses on minimizing water use and demand as a means to conserve water in the community. While Goleta did not receive credit for the outcome in this objective, which looks at water use per capita, the City received credit for four of eight available actions for several notable programs.

The *Customer Class Scorecard Program* and *Smart Meter Pilot Program* operationalize the *2010 Water Conservation Plan* by focusing on achieving specific behavioral changes for high water users in Goleta Water District's jurisdiction. In addition, the City's Green Building Program offers incentives for reduced landscape potable water usage, reduced interior water usage, and the use of recycled water. Water continues to be a challenging issue for California communities, and Goleta Water District's programs demonstrate a substantial commitment to ongoing water conservation.

CE-6: LOCAL GOVERNMENT GHG & RESOURCE FOOTPRINT

3.2/15 points

CE-6 deals with local government GHG emissions and energy and water footprints. The City received no credit for the three outcomes and achieved two of eleven actions.

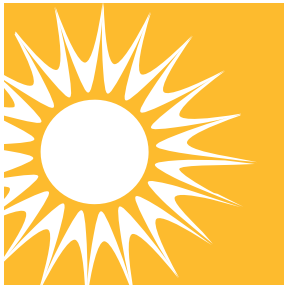
Initial City efforts in this objective focus upon lighting upgrades in community buildings such as City Hall, the Public Works Corporation Yard, and the Goleta Valley Community Center. In 2017, through Southern California Edison's Direct Install Program, the City achieved an annual savings of 40,061 kWh. A government GHG inventory and a policy to ensure government energy supplies come from renewable energy sources are potential next steps.

CE-7: WASTE MINIMIZATION

8.7/15 points

Goleta received credit for a 42% recycling rate, but also saw a 2.87% increase in total waste disposed from 2011 to 2016.

Future efforts to minimize waste may seek to dive deeper into recycling and total solid waste data to understand the primary drivers increasing total waste while also achieving relatively high rates of recycling diversion. This data could then support an adopted waste management plan for the City, a commonly achieved action in 39 of 71 certified communities.

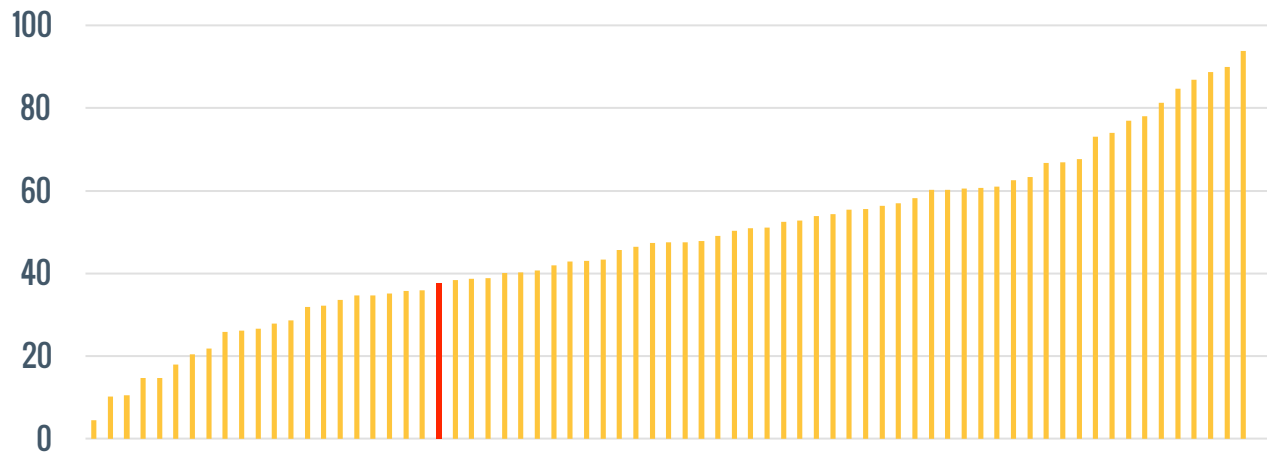


CLIMATE & ENERGY

Comparative Analysis

The graph below shows how Goleta's Climate & Energy total score compares to those from other certified communities. The City generally falls near the bottom of the second 25th percentile for all 71 STAR certified communities. Relative to other communities, Goleta received below median scores in CE-2: Greenhouse Gas Mitigation and CE-7: Waste Minimization, and near median scores for CE-1: Climate Adaptation and CE-3: Greening the Energy Supply. Comparisons are limited in CE-4: Energy Efficiency, CE-6: Local Government GHG & Resource Efficiency, and CE-5: Water Efficiency because they are newly formed objectives in V2.0 of the STAR rating system.

The City performed well in the outcome measures for CE-3 and CE-7, but did not receive credit for a majority of the outcomes in this Goal Area. The City's strengths include numerous preparatory efforts built around regional collaboration with Santa Barbara County and incentives to promote water and energy use efficiency. Opportunities for improvement include ensuring outcome related data is up to date and easily available, such as a regularly updated GHG inventory, and targeted efforts around energy efficiency and local governmental GHG emissions, water footprint, and energy footprint.



Graph 7: Goleta's Climate & Energy total score in red, as compared to all certified STAR communities.

CLIMATE & ENERGY HIGHLIGHTS:

- 3.57 electric vehicle charging stations per 10,000 residents
- 42% solid waste recycling rate
- Goleta Green Building Program
- Goleta Water District's Customer Class Scorecard Program



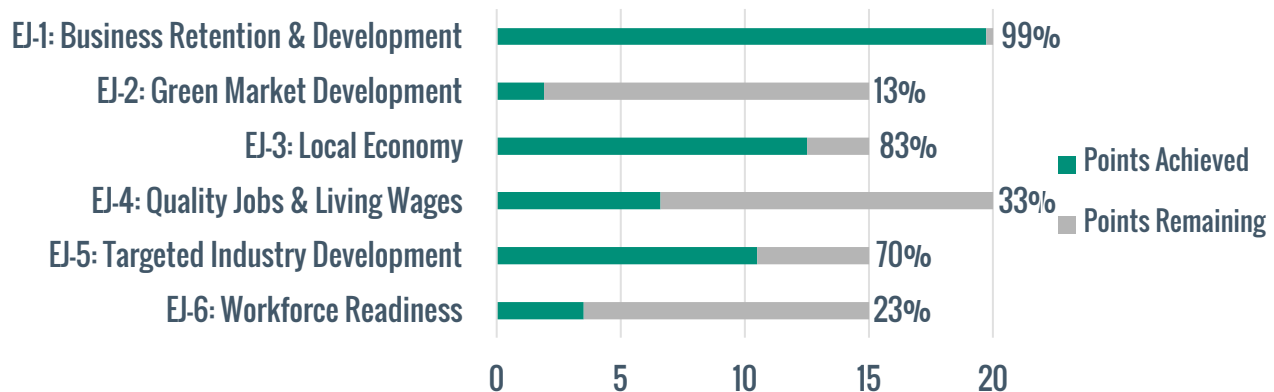
ECONOMY & JOBS

Overview

The six objectives of STAR's Economy & Jobs goal area work together to promote equitably shared prosperity and access to quality jobs.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EJ-1	Business Retention & Development: Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoods with support from the business community	20
EJ-2	Green Market Development: Increase overall market demand for products and services that protect the environment	15
EJ-3	Local Economy: Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses	15
EJ-4	Quality Jobs & Living Wages: Expand job opportunities that support upward economic mobility, offer supportive workplace policies, and pay living wages so that all working people and their families can afford basic necessities without governmental assistance	20
EJ-5	Targeted Industry Development: Increase local competitiveness by strengthening clusters of businesses, suppliers, and associated institutions	15
EJ-6	Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs	15

Economy & Jobs was Goleta's top performing goal area, with the City achieving 54.7 out of the available 100 points. The City received nearly all points available in EJ-1: Business Retention & Development and also scored very well in EJ-3: Local Economy. The objectives with the most room for improvement are EJ-2: Green Market Development and EJ-6: Workforce Readiness.



Graph 8: Goleta's Economy & Jobs performance by objective.



ECONOMY & JOBS

Objective Analysis

EJ-1: BUSINESS RETENTION & DEVELOPMENT **19.7/20 points**

Goleta received nearly full credit for this objective, including at least partial credit for all three outcomes and four of eight actions. Goleta received outcome credit by demonstrating consistent increases in the number of County businesses and employment statistics exceeding national averages for both the community as a whole and for population subgroups.

Most of the City's efforts in this objective build upon regional collaboration. For example, the *Goleta Entrepreneurial Magnet* is a collaboration between the City of Goleta, the Goleta Chamber of Commerce, and the University of California Santa Barbara, to support technological entrepreneurs through business incubators and other resources. Efforts are further supported through work with the *Economic Vitality Team of Santa Barbara County*.

A future effort that the City could undertake is to collect local data pertaining to the number of business establishments in the jurisdiction, as opposed to the County, to more accurately reflect local trends.

EJ-2: GREEN MARKET DEVELOPMENT **1.9/15 points**

This objective focuses on increasing market demand for products and services that protect the environment. Outcomes focus on GHG intensity, green building stock, and green power. Goleta did not receive credit for the outcomes.

Goleta received credit for participating as a partner agency in the *Green Business Program of Santa Barbara County*.

Future efforts could focus upon preparatory actions to support local green market development. Amending local economic plans to focus on green jobs and technology (as done in 23 of 71 certified communities), adopting policies that increase overall market demand for green products (25 of 71), and partnering with regional entities to articulate an overarching vision for sustainable economic development (19 of 71) can support efforts in this objective.

EJ-3: LOCAL ECONOMY **12.5/15 points**

The City of Goleta performed well in this objective, which seeks to create an increasingly self-reliant community through a robust local economy that supports small and independent businesses. The City achieved credit in all three outcomes: they received partial credit for showing an increase in the percentage of import sectors with increasing location quotients in the County, full credit for increasing deposits in local financial institutions, and full credit for having 21 small businesses per 10,000 residents in the metropolitan statistical area (MSA).

Goleta did not submit for credit in any of the actions in the objective. The most commonly completed actions across 71 certified STAR communities are creating promotional campaigns to bank or buy locally (40 of 71) and connecting entrepreneurs and business owners with lenders and investors (38 of 71).



ECONOMY & JOBS

Objective Analysis, continued

EJ-4: QUALITY JOBS & LIVING WAGES

6.6/20 points

This objective seeks to expand job opportunities that support upward economic mobility, offer supportive workplace policies, and pay living wages so that all working people and their families can afford basic necessities without governmental assistance. Goleta received credit for showing an increase in median household incomes of 10.6% from 2009 to 2015. The City did not receive credit for demonstrating that 80% of households meet a local living wage or that income inequality is decreasing in the jurisdiction and region.

Goleta did not submit for credit in any of the actions in this objective. The most commonly completed actions across the 71 certified STAR communities are enacting family-friendly workplace policies for all local government employees (51 of 71) and maintaining collective bargaining relationships with labor organizations through vehicles such as project labor agreements (35 of 71).

EJ-5: TARGETED INDUSTRY DEVELOPMENT

10.5/15 points

The three targeted industries Goleta identified to demonstrate progress for the outcome measures are: hospitality and tourism, aerospace vehicles and defense, and education and knowledge creation. All three industries showed an increase in both the number of businesses and total employment. Data was submitted at the County level, given the availability from the Census.

Similar to other objectives in this goal area, the City did not submit for credit in any actions. For reference, the most commonly completed actions by 71 certified STAR communities are conducting

a local economic analysis of existing industry sectors (43 of 71), coordinating or supporting local and regional associations of related businesses (39 of 71), and investing in market studies and research to support continued growth in targeted industry sectors (36 of 71).

These preparatory efforts could also include gathering local data on the number of businesses and employment levels for targeted industry sectors within the jurisdiction, as opposed to data from the County, to promote more accurate representations of local activity.

EJ-6: WORKFORCE READINESS

3.5 /15 points

This objective focuses on preparing the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs. The City of Goleta received full credit for one outcome by showing that 50.1% of residents have earned a post-secondary degree. The second outcome, which measures improvements in workforce training outcomes, was not submitted for credit.

Goleta did submit for credit in two actions, but did not receive credit for either, as regional efforts were submitted with limited description regarding their application to Goleta. The most commonly completed actions for this objective are supporting expansion of community colleges (36 of 71), providing support services tailored to the needs of the local workforce (32 of 71), and adopting a workforce development plan or strategy (30 of 71).

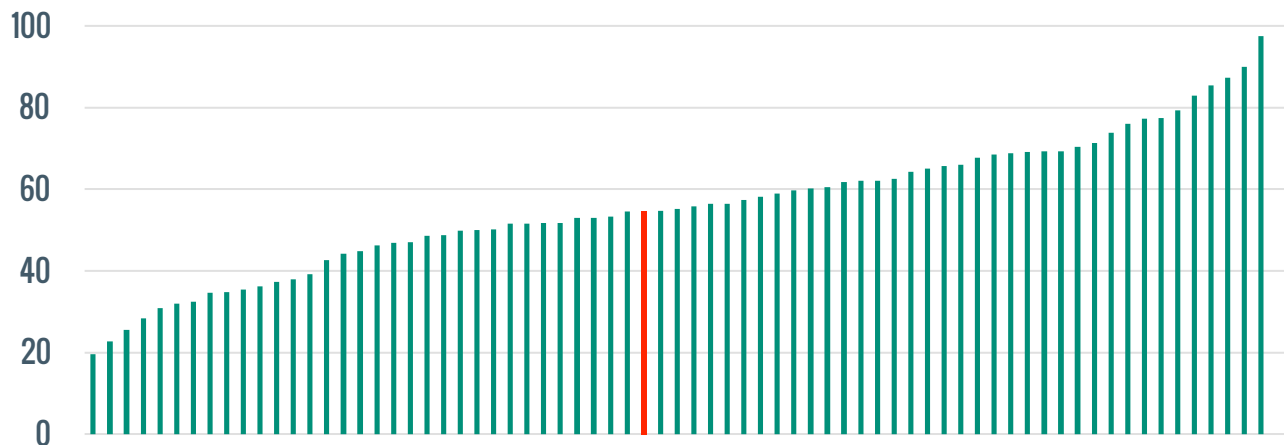


ECONOMY & JOBS

Comparative Analysis

The graph below shows how Goleta's Economy & Jobs total score compares to those from other certified communities. Goleta total score falls in the middle of the range of 71 communities. Relative to other communities, Goleta received below median scores in EJ-2: Green Market Development and EJ-6: Workforce Readiness, near median scores in EJ-5: Targeted Industry Development, and above-median scores in EJ-1: Business Retention & Development, EJ-3: Local Economy, and EJ-4: Quality Jobs & Living Wages. Goleta's relatively low scores in EJ-2 and EJ-6, especially in the context of other communities, points toward these being good objectives in which to focus future efforts.

Overall, the City performed fairly well in the outcome measures across objectives, except for in EJ-2. The City submitted very few actions for credit across most objectives. However, of the actions submitted, many demonstrated a strong regional collaboration with Santa Barbara County. Opportunities for improvement include efforts focusing on green market development and the collection of local, jurisdiction-specific data. Increased buy-in for local data tracking may support future efforts in this goal area.



Graph 9: Goleta's Economy & Jobs total score in red, as compared to all certified STAR communities.

ECONOMY & JOBS HIGHLIGHTS:

- 10.6% increase in median household incomes from 2009 to 2015
- 2.85% increase in deposits in local financial institutions over past 3 years
- 21.4 small businesses per 10,000 residents in the MSA
- 50.1% of residents have a post-secondary degree

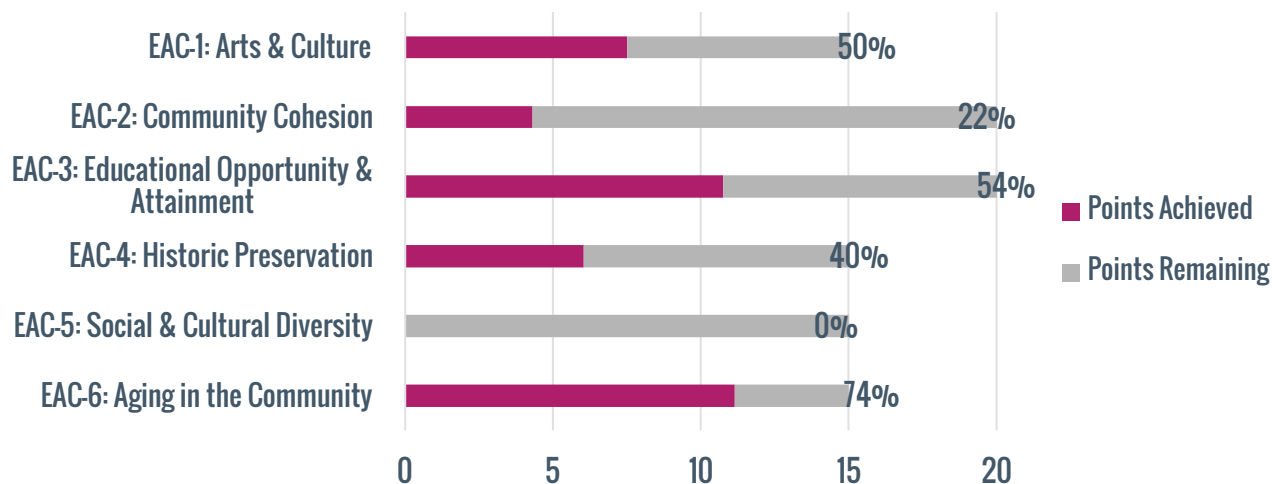


EDUCATION, ARTS & COMMUNITY Overview

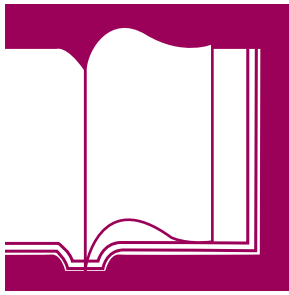
The five objectives of STAR's Education, Arts & Community goal area promote an educated, cohesive, and socially connected community.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EAC-1	Arts & Culture: Provide a broad range of arts and cultural resources and activities that encourage community member participation, creative self-expression, and community revitalization	15
EAC-2	Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community	20
EAC-3	Educational Opportunity & Attainment: Achieve equitable attainment of a quality education for individuals from birth to adulthood	20
EAC-4	Historic Preservation: Preserve and reuse historic structures and sites to retain local, regional, and national history and heritage, and reinforce community character	15
EAC-5	Social & Cultural Diversity: Celebrate, respect, and represent the diverse social and cultural backgrounds of the community and its members	15
EAC-6	Aging in the Community: Encourage active aging by optimizing opportunities for health, participation, and security in order to enhance quality of life as people age	15

Goleta achieved 39.7 out of the 100 possible points in the Education, Arts & Community goal area. The City performed the best in EAC-6: Aging in the Community, achieving 74% of the available points. Goleta received no points in EAC-5: Social & Cultural Diversity and 22% of available points in EAC-2: Community Cohesion; these two objectives have the greatest opportunity for improvement.



Graph 10: Goleta's Education, Arts & Community performance by objective.



EDUCATION, ARTS & COMMUNITY

Objective Analysis

EAC-1: ARTS & CULTURE

7.5/15 points

Goleta received credit in the first outcome in EAC-1, which asks communities to demonstrate that 5% of the businesses in the community are in the creative industries. County data shows 5.32% of businesses fall into the category of creative industry. The City did not receive credit for the second outcome, which requires that communities meet two thresholds—30% of adults attend a live performing arts event annually and 20% of adults visit an art museum annually.

Goleta did not submit for credit for any actions in this objective. The most commonly completed actions across the 71 certified STAR communities include providing financial or logistical support to local arts programs or cultural tourism (60 of 71), collaborating with private, nonprofit, or regional organizations to increase access/participation in the arts (56 of 71), and adopting a strategic arts and culture plan (44 of 71).

EAC-2: COMMUNITY COHESION

4.3/20 points

This objective aims to promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community. Goleta did not submit data for the outcomes, which measure accessibility to community venues and facilities, volunteerism rates, and community perceptions of cohesion and connectedness.

The City did receive credit for two of eleven action measures, both implementation actions. The *Goleta Volunteer Program* and *United Way of Santa Barbara County Fun in the Sun* program support community building and cohesion.

Additional efforts could include conducting a citizen survey to establish a baseline of existing social capital and community cohesion, and supporting neighborhood associations and civic groups.

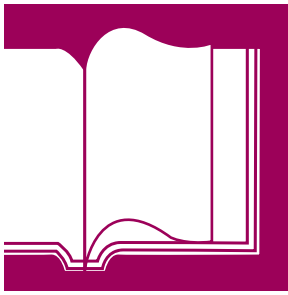
EAC-3: EDUCATIONAL OPPORTUNITY & ATTAINMENT

10.7/20 points

Goleta received partial credit in EAC-3 by showing improvement in third grade reading proficiency from 47.9% in 2015 to 52.0% in 2016, and full credit for a high school graduation rate of 92.3% in 2016. No credit was received for showing equitable third grade reading proficiency and graduation rates across racial/ethnic, special education, English language learner, and low-income subgroups.

The City also received credit for four of the nine available actions, three of which are preparatory actions. Much of the credit awarded was based upon regional collaboration, specifically for Goleta support or participation in the *Santa Barbara County Community Action Commission*, *Santa Barbara County Partners in Education*, and *Santa Barbara Area Council of PTAs*.

Future efforts could focus upon supporting after-school or summer-based academic learning programs, in addition to ensuring that adequate career pathway initiatives are in place.



EDUCATION, ARTS & COMMUNITY

Objective Analysis, continued

EAC-4: HISTORIC PRESERVATION

6.0/10 points

Goleta received credit for one of the three outcomes, specifically for the *Goleta Old Town Heritage District*.

The City received credit for two of the nine available actions, including the *Goleta Heritage District Architecture and Design Guidelines* that encourage and guide improvements in the Old Town Heritage District. The City also supports the *Goleta Valley Historical Society*, which puts on collaborative events like *Fiesta Ranchera with Old Spanish Days at Rancho La Patera*, an event that celebrates and preserves local history.

Future efforts could include creating an inventory of historic structures and sites in the community (as done by 57 of 71 certified communities) or adopting a historic preservation plan that establishes community priorities for preservation (done by 37 of 71). Preparatory actions like these can ensure ongoing preservation that aligns with community priorities.

EAC-5: SOCIAL & CULTURAL DIVERSITY

0/15 points

The City of Goleta submitted no data and received no points for this objective. The outcomes in EAC-5 seek to demonstrate diverse local government hiring and that public events celebrating social and cultural diversity are held in the community.

The most commonly completed action in this objective is to host events and programs that recognize and celebrate the community's social and cultural diversity (47 of 71). Future efforts could also include providing information about

community issues, programs, and services that is accessible to limited English proficiency residents, adopting guidelines that ensure diversity and inclusion in hiring practices, or establishing a formal committee to advise the local government on social and cultural issues.

EAC-6: AGING IN THE COMMUNITY

11.1/15 points

EAC-6: Aging in the Community is a new objective under V2.0 of the STAR rating system. In this new objective, STAR encourages active aging by optimizing opportunities for health, participation, and security in order to enhance quality of life as people age.

The City of Goleta received full credit for demonstrating that the community places in the top 25th percentile of the Best Cities for Successful Aging, by ranking 63rd in the country out of 352 metro areas. Partial credit was also obtained by demonstrating the County is overcoming challenges to aging in terms of Food Stamp/SNAP benefits, responsibility for grandchildren, poverty, and unemployment. The City did not submit for credit for any actions.

Future opportunities include conducting a survey to assess how aging community members feel their needs are being met and adopting an action-based plan to meet locally identified needs.

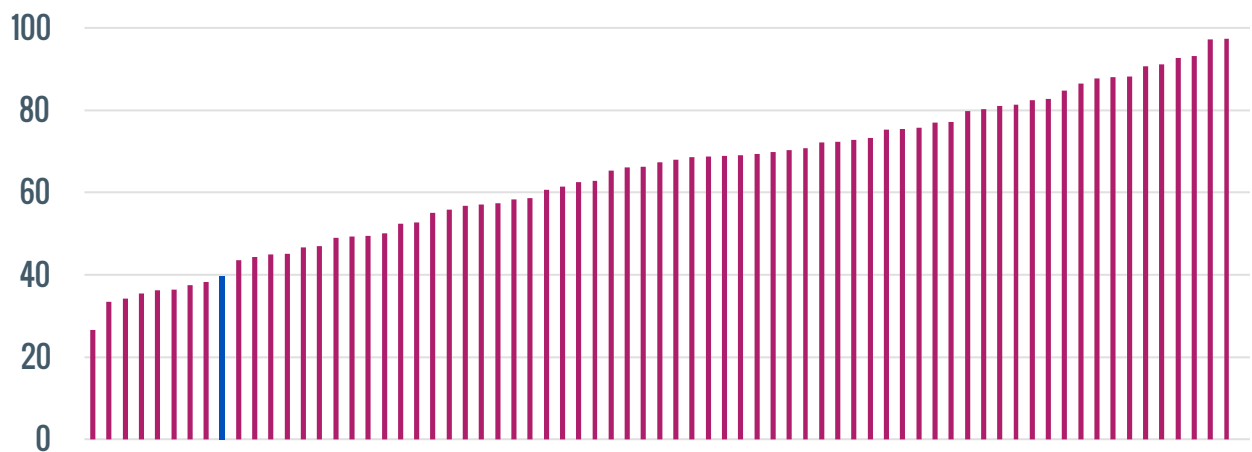


EDUCATION, ARTS & COMMUNITY

Comparative Analysis

The graph below shows how Goleta's Education, Arts & Community total score compares to those from other certified communities. The City fell into the bottom 25th percentile of the 71 communities. Relative to other communities, Goleta received below median scores in EAC-1: Arts & Culture, EAC-2: Community Cohesion, and EAC-5: Social & Cultural Diversity, and slightly below median scores in EAC-3: Educational Opportunity & Attainment and EAC-4: Historic Preservation. EAC-6: Aging in the Community is a new objective in Version 2.0 of the STAR rating system, so comparisons are not possible at this time. Goleta's objectives with the highest potential for improvement are likely EAC-2 and EAC-5.

One highlight of this goal area is the regional collaboration with Santa Barbara County, as many of the efforts in this goal area are completed through collaboration with the County. The City also performed well in outcome measures for EAC-3: Educational Opportunity & Attainment, EAC-4: Historic Preservation, and EAC-6: Aging in the Community. Future efforts could be driven by performing a more in-depth gaps analysis of the preparatory actions in this goal area in an effort to identify low-hanging fruit for implementation, especially in EAC-2 and EAC-5.



Graph 11: Goleta's Education, Arts & Community total score in blue, as compared to all certified STAR communities. Note that communities certified under VI.x were normalized to 100 available points

EDUCATION, ARTS & COMMUNITY HIGHLIGHTS:

- 92.3% high school graduation rate for 2016
- Ranked 63rd of 352 on Milken Institute's Best Cities for Successful Aging



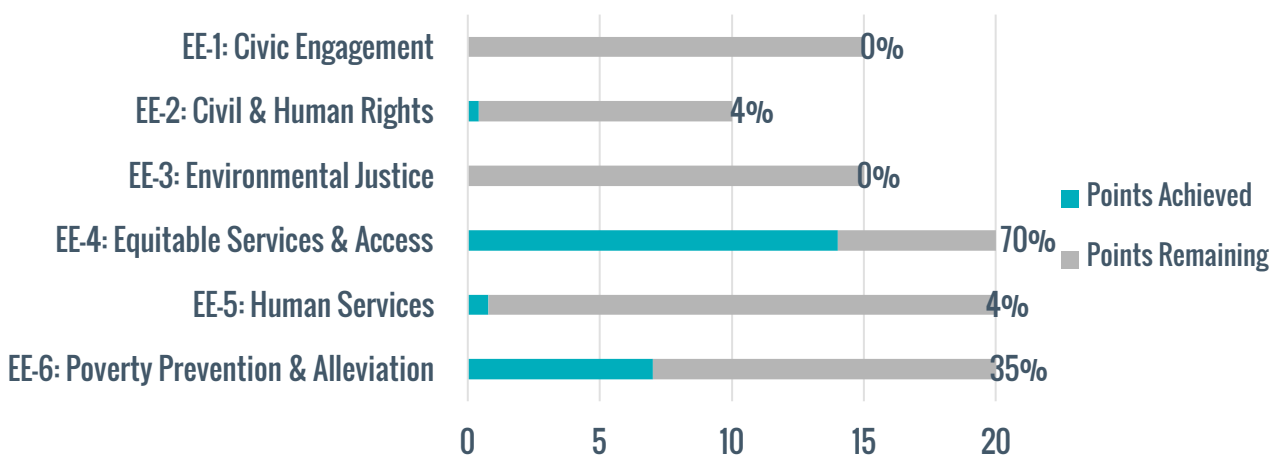
EQUITY & EMPOWERMENT

Overview

The six objectives in STAR's Equity & Empowerment goal area promote equity, inclusion, and access to opportunity for all residents.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EE-1	Civic Engagement: Facilitate inclusive civic engagement through the empowerment of all community members to participate in local decision-making	15
EE-2	Civil & Human Rights: Respect, promote, and fulfill the civil and human rights of all members of the community	10
EE-3	Environmental Justice: Ensure no neighborhoods or populations are overburdened by environmental pollution	15
EE-4	Equitable Services & Access: Establish equitable spatial access to foundational community assets within and between neighborhoods and populations	20
EE-5	Human Services: Ensure that essential human services are readily available for the most vulnerable community members to ensure all residents receive supportive services when needed	20
EE-6	Poverty Prevention & Alleviation: Alleviate the impacts of poverty, prevent people from falling into poverty, and proactively enable those who are living in poverty to obtain greater, lasting economic stability and security	20

Goleta achieved 22.2 out of 100 points in the Equity & Empowerment goal area. The City achieved 70% of the points in EE-4: Equitable Services & Access, but there is generally opportunity for improvement in all six objectives, especially in EE-1: Civic Engagement, EE-2: Civil & Human Rights, EE-3: Environmental Justice, and EE-5: Human Services.



Graph 12: Goleta's Equity & Empowerment performance by objective.



EQUITY & EMPOWERMENT

Objective Analysis

EE-1: CIVIC ENGAGEMENT

0.0/15 points

This objective seeks to facilitate inclusive civic engagement through the empowerment of all community members to participate in local decision-making. Goleta did not submit data or receive points for any outcomes or actions in this objective.

The STAR Community Rating System provides a number of potential preparatory actions that a community can take to set the foundation for inclusive civic engagement. The most commonly completed actions by other certified communities include:

- Establishing regular, ongoing opportunities for elected officials or senior governmental staff to meet with residents (done by 47 of 71 certified communities),
- Conducting an adult education campaign about the electoral process and voter participation (done 41 of 71), and
- Partnering with outside organizations to increase and promote engagement in local decision-making (done 36 of 71).

EE-2: CIVIL & HUMAN RIGHTS

0.4/10 points

Goleta did not submit data on the one outcome in EE-2, which looks at the resolution of all police, and non-police related civil and human rights complaints. The City did receive credit for one action by demonstrating that police officers receive training focusing on *Racial and Cultural Diversity*, *Racial Profiling*, and *Persons with Mental Illness, Intellectual Disability, or Substance Use Disorder*.

Moving forward, the City could consider implementing the following most commonly completed STAR actions in EE-2:

- Providing language translation or interpretation services (done by 44 of 71 certified communities),
- Adopting policies or amend the jurisdiction's charter to protect the rights of all (40 of 71), and
- Establishing an independent civil and/or human rights commission (35 of 71).

EE-3: ENVIRONMENTAL JUSTICE

0.0/15 points

EE-3 asks communities to first identify priority environmental justice conditions and priority neighborhoods for evaluation, and then demonstrate progress in reducing risks and exposure to environmental justice conditions in those priority neighborhoods. The City of Goleta did not submit data or receive credit in any outcomes or actions.

There are several actions the City could take to improve in this objective. Good first steps would be to conduct a comprehensive environmental justice assessment and then adopt an environmental justice or social equity plan with specific strategies to reduce identified negative impacts and conditions. In addition, the City could engage residents and stakeholders to create an Environmental Justice Collaborative Group to spearhead discussion and action in this topic area.



EQUITY & EMPOWERMENT

Objective Analysis, continued

EE-4: EQUITABLE SERVICES & ACCESS

14.0/20 points

The intent of EE-4 is to demonstrate that all populations and neighborhoods have equitable access to vital services and community assets. The City selected Old Town Goleta as the priority neighborhood for assessment, as this area has faced challenges relating to aging facilities, environmental contamination, and lower relative income levels to the rest of the city. Goleta received full credit in the outcome for demonstrating equitable access to public spaces, healthful food, health and human services, and digital access.

The City did not submit for credit in any action measures. Future efforts in this objective could be run in tandem with efforts relating to EE-3. Specifically, the community could conduct an equity assessment parallel to an environmental justice assessment, and adopt an equity plan that also incorporates environmental justice conditions.

EE-5: HUMAN SERVICES

0.8/20 points

Goleta did not submit data for the outcome measures, which require communities to demonstrate adequate homelessness service provision, timely provision of mental health and substance abuse services, and timely resolution of all child and adult/elderly abuse and neglect complaints.

Goleta received credit for the *Human Services Commission of Santa Barbara County*, which advises and provides recommendations on county funding to organizations within the region, including those operating in Goleta.

Future efforts in EE-5 could include establishing or supporting programming and events that inform residents of available human services (as done by 49 of 71 certified communities), supporting the provision of human services in coordination with non-governmental providers (36 of 71), and conducting a community needs assessment to identify priority services needs and resources (33 of 71).

EE-6: POVERTY PREVENTION & ALLEVIATION

7.0/20 points

Goleta did not submit data for the two outcome measures, which ask communities to show a reduction in poverty over time in the broader community and then within certain priority population subgroups. However, the City did receive credit for three of the eight action measures.

Actions being taken in Goleta are based upon County services, including the *United Way of Santa Barbara County*, and the *Community Action Commission of Santa Barbara County's Children Services Program and Financial Empowerment Partnership*.

Future efforts could include establishing or supporting programs that reduce the costs of basic needs for low-income households (49 of 71) and improving employment opportunities for low-income individuals (44 of 71).

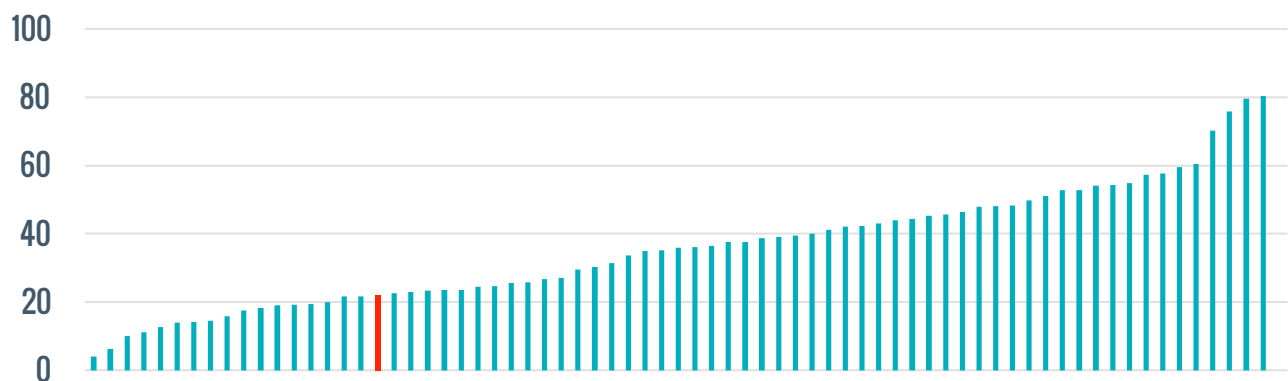


EQUITY & EMPOWERMENT

Comparative Analysis

The box-and-whisker graph below shows how Goleta's Equity & Empowerment objective score compares to those from other certified communities. Goleta sits at approximately the 25th percentile in this challenging goal area, which is often the lowest performing goal area in many certified communities. Relative to other communities, Goleta received below median points in EE-1: Civic Engagement, EE-2: Civil & Human Rights, EE-5: Human Services, and EE-6: Poverty Prevention & Alleviation, near-median scores in EE-3: Environmental Justice, and above median scores in EE-4: Equitable Services & Access. Future efforts may want to start with evaluation of efforts in EE-1, EE-2, and EE-5.

Similar to previous goal areas, many of the actions Goleta received credit for come from county services, demonstrating the strong benefits of the partnerships and coordination between Santa Barbara County and the City of Goleta. General opportunities for improvement in this goal area include implementing local preparatory actions across the objectives. First steps could include establishing community education programs relating to equity and human services and adopting relevant equity policies and plans.



Graph 13: Goleta's Equity & Empowerment total score in red, as compared to all certified STAR communities.

EQUITY & EMPOWERMENT HIGHLIGHTS:

- Access to public spaces, healthful food, health and human services, and digital infrastructure are equal or higher for the identified priority neighborhood, and overall community access to digital infrastructure and health and human services has increased since 2010.
- Collaboration with Santa Barbara County for human services and poverty reduction program provision



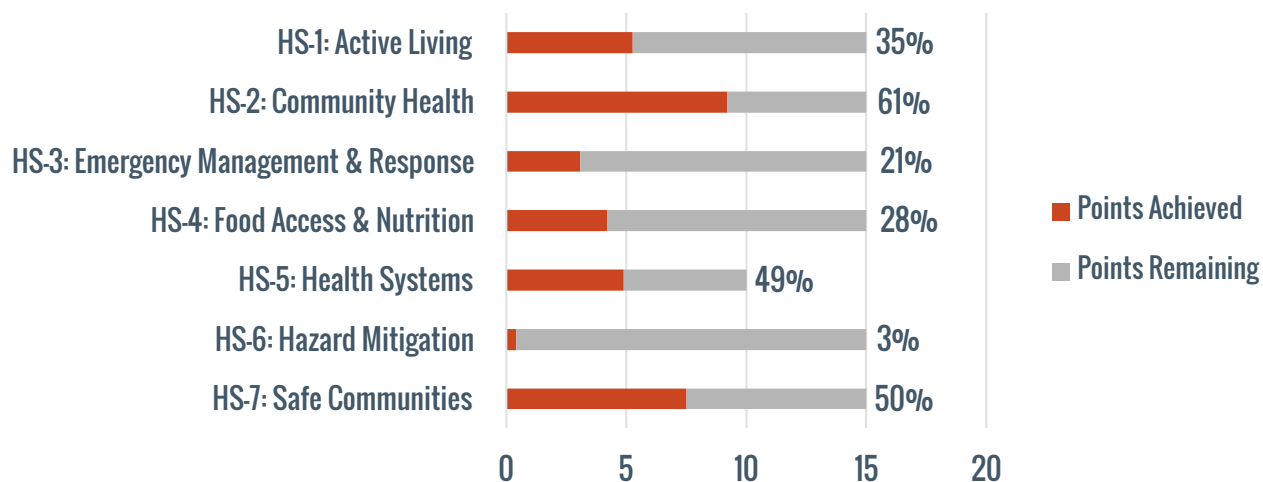
HEALTH & SAFETY

Overview

The seven objectives in STAR's Health & Safety goal area recognize that the development of healthy, safe, and resilient communities requires proactive efforts to prevent disease, injury, and premature death by fortifying protective factors and reducing risk factors that undermine healthy outcomes.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
HS-1	Active Living: Enable adults and kids to maintain healthy, active lifestyles by integrating physical activity into their daily routines	15
HS-2	Community Health: Achieve positive health outcomes and minimize health risk factors associated with behaviors and poor indoor air quality in schools and homes	15
HS-3	Emergency Management & Response: Reduce harm to humans and property by utilizing collaborative approaches to increase capability and capacity to respond to emergency incidents	15
HS-4	Food Access & Nutrition: Ensure that adults and children of all income levels have physical and economic access to fresh, healthful food and have opportunities to learn about nutritious eating and food safety	15
HS-5	Health Systems: Provide high quality local health systems that are accessible and responsive to community needs	10
HS-6	Hazard Mitigation: Reduce or eliminate the long-term risk to life and property from existing hazard events through an on-going process that occurs before, during, and after disasters	15
HS-7	Safe Communities: Prevent and reduce crime and increase perceptions of safety through interagency collaboration and with residents as empowered partners	15

Goleta achieved 34.6 out of 100 available points in the Health & Safety goal area. The City's top scoring objective was HS-2: Community Health. The objectives with the greatest opportunity for improvement are HS-4: Food Access & Nutrition, and HS-6: Hazard Mitigation.



Graph 14: Goleta's Health & Safety performance by objective.



HEALTH & SAFETY

Objective Analysis

HS-1: ACTIVE LIVING

5.3/15 points

Goleta met the STAR threshold in one of the two outcomes, which asks communities to demonstrate that 20% or less of adults report no leisure time physical activity within the past month. The City greatly exceeded this threshold, reporting 14% via county level data. The City did not report on the percentage of schools that require physical activity.

Goleta did not submit data for the action measures in this objective. The most commonly completed actions by other communities include:

- Incorporating active living into comprehensive plans or transportation plans (51 of 71),
- Requiring/ incentivizing pedestrian and bicycle amenities in new developments (47 of 71),
- Hosting or partnering to provide active living programming (62 of 71), and
- Implementing a local program to improve bicycle and pedestrian amenities (52 of 71).

HS-2: COMMUNITY HEALTH

9.2/15 points

Partial credit was received in outcomes one and two by demonstrating county level achievement in avoiding premature death rates and low birthweights, in addition to low rates of adult smoking, adult obesity, physical inactivity, and good access to exercise opportunities. The City did not submit for credit in the third and fourth outcomes that look at indoor air quality.

The City also received credit for four of twelve available actions, many of which stem from Santa Barbara County efforts, such as the *Santa Barbara County Public Health Department Community*

Health Needs Assessment and Health Improvement Plan. Goleta received credit for the city code that prohibits smoking in all enclosed and non-enclosed public spaces.

Future local efforts to promote health outcomes could include adoption of health-in-all-policies statements for local decision-making (9 of 71) and the provision of grants or loans to remediate indoor air pollution problems such as lead, asbestos, or radon (22 of 71).

HS-3: EMERGENCY MANAGEMENT & RESPONSE

3.1/15 points

The City of Goleta did not submit data for the outcomes that look at the Public Protection Classification system for the fire department, fire and police accreditations, or community emergency management preparedness. Goleta did receive credit for two actions, for city participation in regional and statewide mutual aid agreements and for hosting an active *Citizen Emergency Response Team*. Future efforts could include participation in discussion-based and operations-based exercises that involve the public and emergency management personnel from multiples departments and/or jurisdictions.

HS-4: FOOD ACCESS & NUTRITION

4.2/15 points

This objective aims to ensure that community members of all income levels have physical and economic access to fresh and healthful food and have opportunities to learn about nutrition eating. Goleta did not apply for credit in the three outcomes that look at food security and



HEALTH & SAFETY

Objective Analysis, continued

assistance, access to healthful food, and school nutrition.

Goleta received credit in four of eleven available actions for zoning supportive of farmers' markets, a student wellness policy that meets strong national standards, and *Market Match* program that matches customers federal nutrition assistance spending at farmers markets. A valuable next step could be to establish or participate on a regional food policy council to advance access to healthful foods, a step completed by 36 of 71 certified communities.

HS-5: HEALTH SYSTEMS

4.9/10 points

Goleta received credit for two outcomes. The City received partial credit for county data showing they exceed national standards in number of dentists, mental health providers, and preventable hospital stays, and improvement in uninsured residents. The City also demonstrated 1.64 hospitals per 50,000 residents and that *Goleta Valley Cottage Hospital* was ranked a top performer by the Joint Commission. No data was submitted for public health department accreditation by the Public Health Accreditation Board.

The City did not submit data for actions. Actions achieved by the eight communities certified under Version 2.0 of the STAR rating system include:

- Providing health services to the community through income-based clinics or community health workers (5 of 8),
- Providing free medical interpretation services (5 of 8), and
- Demonstrating that at least 1 health care institution has made a commitment to addressing equity (3 of 8).

HS-6: HAZARD MITIGATION

0.4/15 points

HS-6 outcomes require identification of location-specific and full community hazards, followed by a demonstration that these hazards have been measurably mitigated. Goleta did not submit data on these two challenging outcome measures. Only nine of the 71 certified STAR communities have achieved outcome one and only thirteen have achieved outcome two.

The City did receive credit for one action via the *Santa Barbara County Multi-Jurisdictional Hazard Mitigation Plan*, which Goleta participated in. Local efforts in this objective can be supported by adopting land use regulations that limit development in areas of high hazard vulnerability (done 42 of 71 certified communities), enacting building codes with heightened standards for buildings in high risk areas (34 of 71), or creating insurance or incentive structures to help equitably remove residents from hazardous situations (10 of 71).

HS-7: SAFE COMMUNITIES

7.5/15 points

Goleta demonstrated the very low crime rates of 0 homicides, 13 incidents of rape, 62 aggravated assaults, and 941 incidents of property crime per 100,000 residents in outcome one, far below national averages. No data on school violence rates or action measures was submitted.

Future efforts could include conducting a survey of community perceptions of safety (34 of 71) and supporting or implementing a school-based violence prevention program (43 of 71).

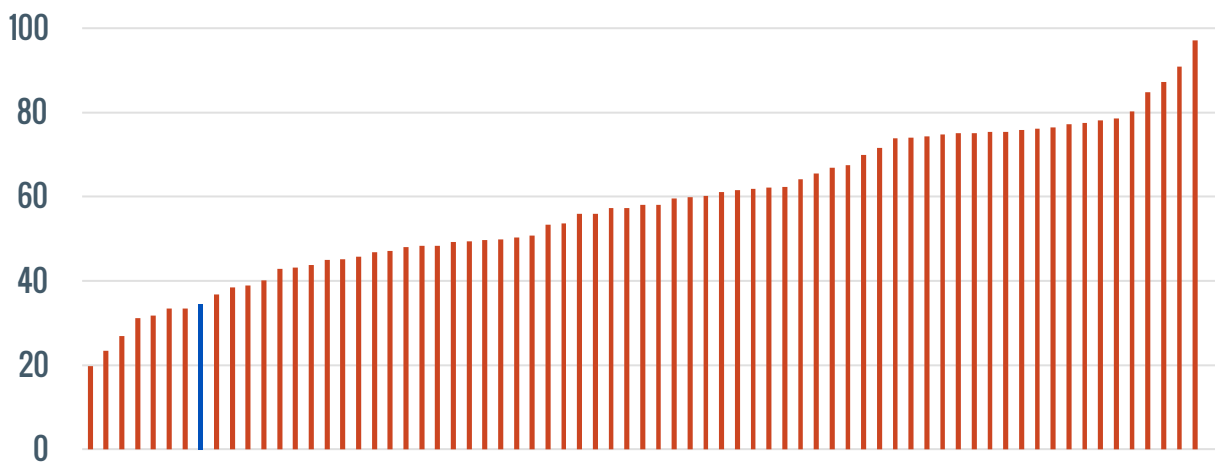


HEALTH & SAFETY

Comparative Analysis

The graph below shows how Goleta's Health & Safety total score compares to those from other certified communities. The City is in the middle of the bottom 25th percentile. Relative to other STAR certified communities, Goleta received below median points in all objectives. However, HS-2: Community Health and HS-5: Health Systems are markedly different objectives in Version 2.0 of the STAR rating system, so comparisons are limited in those 2 objectives. Results for V2.0 certified communities show Goleta as near median in HS-2 and HS-5.

Outcome data shows Goleta to be a very healthy community with high levels of physical activity, very low rates of violent crime and property crime, and strong local hospital system. Santa Barbara county efforts in hazard mitigation planning, public health assessment, and food action support these outcomes. Opportunities for improvement include implementation of more locally specific actions across this goal area's objectives, in addition to building upon already strong levels of county collaboration.



Graph 15: Goleta's Health & Safety total score in blue, as compared to all certified STAR communities.

HEALTH & SAFETY HIGHLIGHTS:

- Top US performer in health outcomes, with low rates of premature deaths, low birthweights, adult smoking, and adult obesity
- 14% of residents report no leisure time physical activity
- Rates of violent crime and property crime are far below national targets



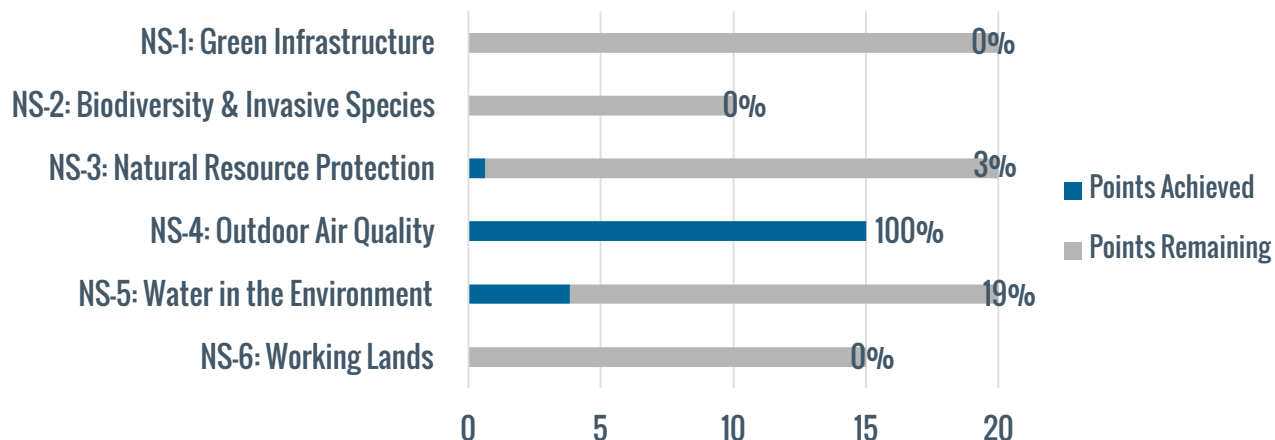
NATURAL SYSTEMS

Overview

The six objectives in the Natural Systems goal area help communities protect and restore the places that provide resources to support life. The goal area takes an ecosystem services approach and recognizes the wide range of benefits natural systems provide, such as food, water, and natural regulating processes affecting climate and floods.

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
NS-1	Green Infrastructure: Design and maintain a network of green infrastructure features that integrate with the built environment to conserve ecosystem functions and provide associated benefits to human populations	20
NS-2	Biodiversity & Invasive Species: Maintain the urban ecosystem habitat at levels that promote biodiversity and manage or prevent invasive species	10
NS-3	Natural Resource Protection: Protect, enhance, and restore natural ecosystems and cultural landscapes to confer resilience and support clean water and air, food supply, and public safety	20
NS-4	Outdoor Air Quality: Ensure that outdoor air quality is healthy for all segments of the human population and protects the welfare of the community	15
NS-5	Water in the Environment: Protect and restore the biological, chemical, and hydrological integrity of water in the natural environment	20
NS-6	Working Lands: Conserve and sustainability manage lands that provide ecosystem services and raw materials	15

Natural Systems was Goleta's lowest scoring goal area, with the City achieving 19.5 of the 100 available points. The City achieved the full 15 points in the NS-4: Outdoor Air Quality goal area, making up most of the goal area's achieved points. No points were achieved in NS-1: Green Infrastructure, NS-2: Biodiversity & Invasive Species, and NS-6: Working Lands, demonstrating the areas with the greatest opportunity for improvement.



Graph 16: Goleta's Natural Systems performance by objective.



NATURAL SYSTEMS

Objective Analysis

NS-1: GREEN INFRASTRUCTURE

0.0/20 points

This objective looks at how a community designs and maintains a network of green infrastructure features, such as low impact development methods, that integrate with the built environment to conserve ecosystem functions and provide associated benefits to human populations. The outcomes look at the percentage of land area covered by designated green infrastructure and the distribution of green infrastructure. Goleta did not apply for credit in any outcome or action measures in this objective.

Of the 71 certified communities, commonly completed steps to improve green infrastructure include:

- Partnering with community groups to ensure green infrastructure practices are used in appropriate settings (47 of 71), and
- Upgrading public spaces and buildings based upon locally adopted best practices in green infrastructure; and where possible, creating demonstration projects to enhance public support (44 of 71).

NS-2: BIODIVERSITY & INVASIVE SPECIES

0.0/10 points

The objective aims to maintain the urban ecosystem habitat at levels that promote biodiversity and manage or prevent invasive species. The outcomes look at threatened species population sizes, habitat conservation, and invasive species management. Goleta did not submit data on the outcomes or actions in this objective. Several steps that other STAR certified communities have commonly taken to advance efforts in NS-2 include:

- Partnering with volunteer groups to monitor and remove invasive species (40 of 71),
- Partnering with volunteer groups to restore priority natural systems by planting native species or improving local wildlife habitats (42 of 71), and
- Informing residents or sellers about the benefits of native species and hazards of invasive species (44 of 71).

NS-3: NATURAL RESOURCE PROTECTION

0.6/20 points

The City of Goleta did not apply for credit in the outcomes that look at natural resource acreage, loss of natural water bodies and shoreline buffers, natural resource connectivity, and natural resource restoration.

The City received credit for one action, by partnering with the *Santa Barbara County Trails Council* to advance land conservation and restoration efforts. Additional local actions the community could implement include sponsoring activities to increase ecological literacy (51 of 71) and developing a plan to protect and restore natural resources (46 of 71).

NS-4: OUTDOOR AIR QUALITY

15/15 points

Goleta received full credit for the two outcomes in this objective, which look at outdoor air quality. The first outcome requires communities to achieve attainment or maintenance status for all measured criteria pollutants. The second requires the community to demonstrate total cancer risk from hazardous air pollutants is less than 50 per million, and Goleta fell moderately below this threshold at 31.499 per million.



NATURAL SYSTEMS

Objective Analysis, continued

Goleta could take attainment a step further by conducting a study to evaluate the geographic areas and subpopulations with the highest exposure to outdoor air pollutants, especially in consideration of environmental justice and equity impacts, or enforcing anti-idling or burning restrictions beyond any state requirements.

NS-5: WATER IN THE ENVIRONMENT

3.8/20 points

This objective looks at protecting and restoring the biological, chemical, and hydrological integrity of water in the natural environment. The outcomes assess watershed health, vulnerability, and usability. The City of Goleta did not apply for credit in the three outcomes.

Collaboration with the *Santa Barbara Channelkeeper* and *Santa Barbara County Project Clean Water* program helps to ensure water bodies in Goleta are routinely monitored, analyzed, and reported upon. In addition, the *Santa Barbara Area Coastal Ecosystem Vulnerability Assessment* ensures the City has a solid understanding of the projected changes to their coastal systems, helping to guide future planning efforts.

To build upon this existing regional collaboration and robust data set, the City could adopt a watershed management plan (39 of 71), adopt community regulations that protect water quality (41 of 71), or engage in restoring and maintaining critical water bodies and the buffer zones that protect those water bodies (53 of 71).

NS-6: WORKING LANDS

0/15 points

Goleta did not submit data on the outcomes or actions in this objective that look at conserving and sustainably managing lands that provide ecosystem services and raw materials.

Potential avenues to advance efforts in this objective include:

- Conducting an assessment or inventory of the community's working lands,
- Including considerations for working lands in future land conservation or natural resource plans, and
- Promoting the value of products produced on local working lands to the public.

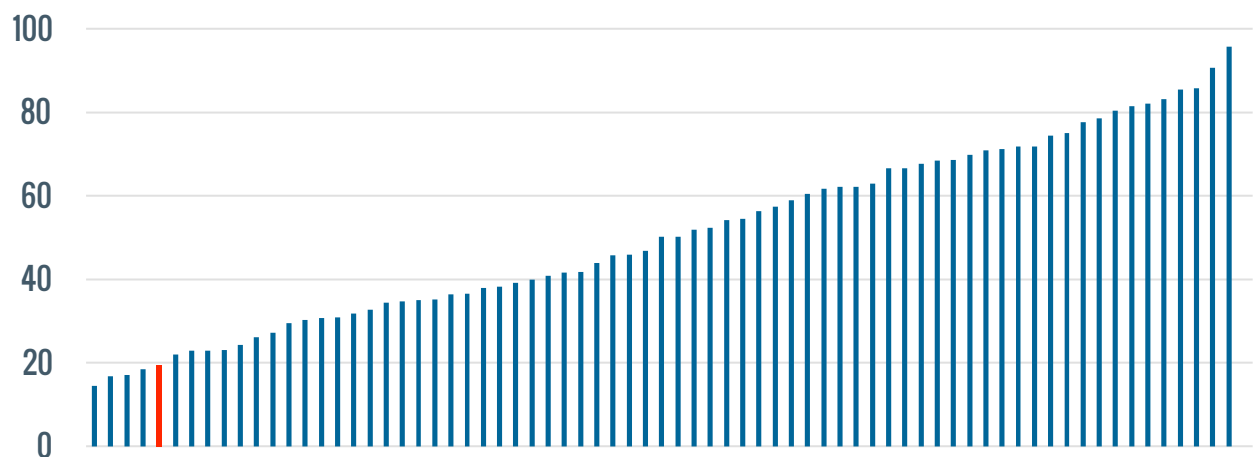


NATURAL SYSTEMS

Comparative Analysis

The graph below shows how Goleta's Natural Systems total score compares to those from other certified communities. Goleta scores toward the bottom of the first 25th percentile. Relative to other communities, Goleta received below median points for NS-1: Green infrastructure, NS-2: Biodiversity & Invasive Species, NS-3: Natural Resource Protection, NS-5: Water in the Environment and NS-6: Working Lands, and an above median score in NS-4: Outdoor Air Quality. NS-1, NS-2, and NS-5 are the objectives with the greatest opportunity for improvement

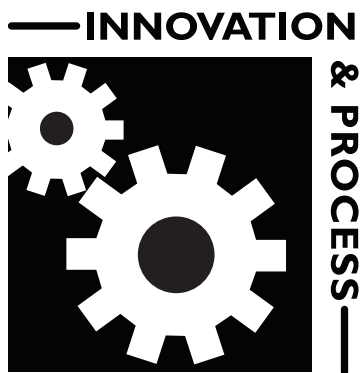
Goleta's primary strength in this goal area is outdoor air quality, as the city exceeds all national standards for both criteria air pollutants and cancer risk from air pollutants. It is likely the City would currently be able to capture additional points in the remaining objectives in this goal area, but the lack of data submitted for certification demonstrates the opportunity for improvement here may be in creating additional capacity or systems for collecting relevant natural systems data.



Graph 17: Goleta's Natural Systems total score in red, as compared to all certified STAR communities.

NATURAL SYSTEMS HIGHLIGHTS:

- In attainment or maintenance for all outdoor criteria air pollutants
- Cancer risk from hazardous air pollutants is 37% below STAR threshold
- Strong collaboration with Santa Barbara County to monitor and analyze water quality



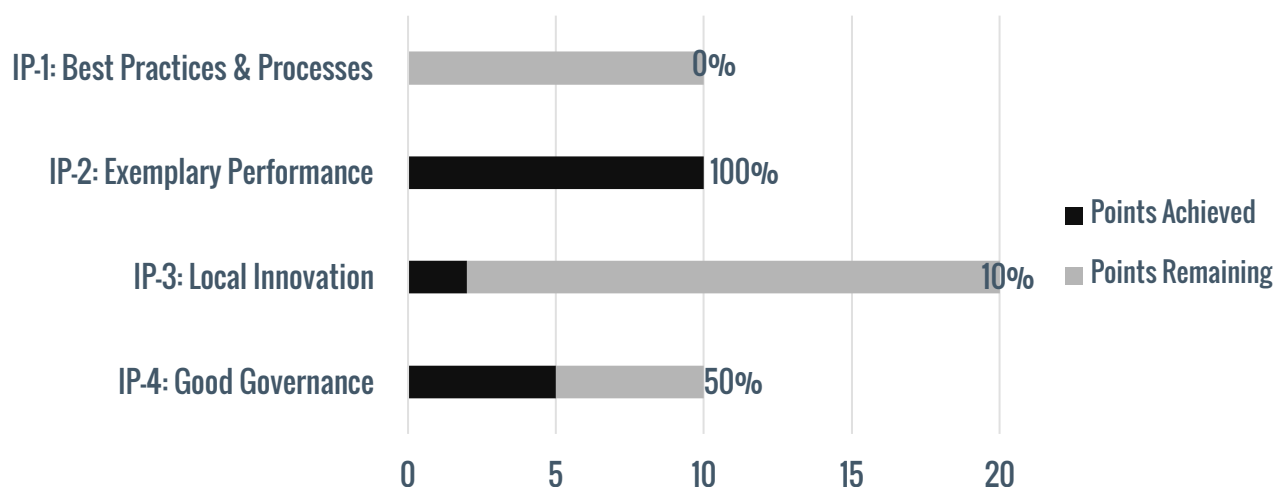
INNOVATION & PROCESS

Overview

The Innovation & Process category is an avenue for discovering emerging and leading edge practices that communities are implementing to improve sustainability outcomes.

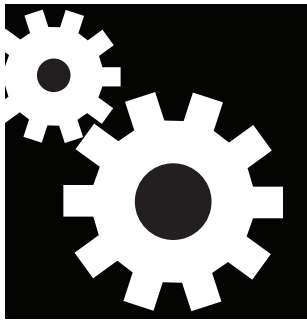
OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
IP-1	Best Practices & Process: Recognize important local government practices and processes that underpin the implementation of sustainability measures and accelerate community-scale achievement across STAR goal areas	10
IP-2	Exemplary Performance: Reward performance in community level outcome measures that significantly exceeds the evaluation criteria established by the existing STAR Community Rating System	10
IP-3	Local Innovation: Encourage and reward creative, effective approaches to enhancing a community's environmental, social and/or economic sustainability not reflected in existing STAR objectives or evaluation measures	20
IP-4	Good Governance: Recognize the achievement of demonstrated outcomes and good practices in governance that elevate achievement and success rates across multiple goals and objectives	10

Goleta achieved 17 of the 50 available points in the Innovation & Process category. The full 10 points was achieved in IP-2: Exemplary Performance, and 50% of the points were achieved in IP-4: Good Governance.



Graph 18: Goleta's Innovation & Process scores.





INNOVATION & PROCESS

Objective Analysis

IP-1: BEST PRACTICES & PROCESS

0.0/10

IP-1 looks for best practices and innovative strategies in comprehensive planning, public engagement, codes and ordinances, and sustainability education. No data was submitted for this objective.

IP-2: EXEMPLARY PERFORMANCE

10.0/10 points

IP-2 aims to reward communities for going above and beyond the national standards required by the STAR outcome measures. Goleta received credit for exemplary performance in three objectives:

- BE-6: Public Spaces, for exceeding the STAR threshold of 70% of household units being within a ½ mile walk distance of public parkland, by submitting 97%,
- EE-4: Equitable Services & Access, for demonstrating the priority neighborhood has 100% access to public parkland, healthful food, health and human services, and digital access or high speed internet; and
- NS-4: Outdoor Air Quality, for showing the total cancer risk from hazardous air pollutants is 31.499 per million, substantially lower than the STAR threshold of 50 per million.

IP-3: LOCAL INNOVATION

2.0/20 points

The intent of IP-3 is for communities to submit new or innovative evaluation measures and methodologies that could eventually fit into the STAR framework.

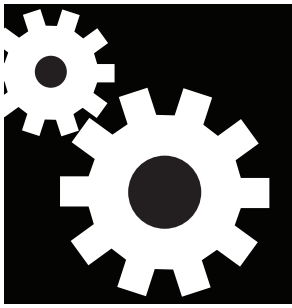
Goleta received credit for the submission of the *Santa Barbara County Food Action Plan*, an innovative food action plan that encompasses the region's food system.

IP-4: GOOD GOVERNANCE

5.0/10 points

IP-2 looks to recognize the achievement of demonstrated outcomes and good practices in governance that elevate achievement and success rates across multiple STAR goals and objectives.

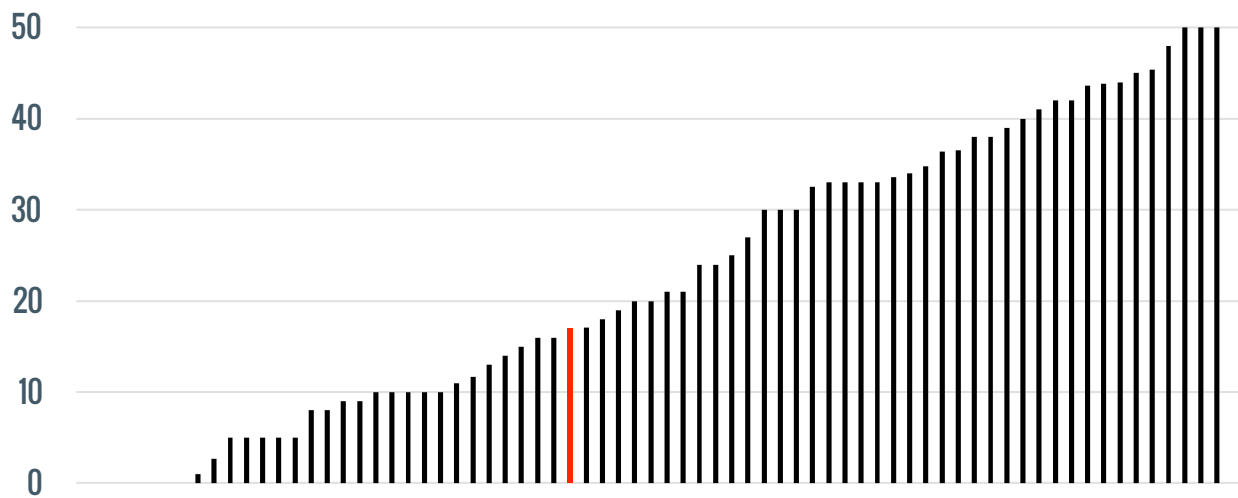
Goleta received partial credit for having a designated sustainability program, staff, and sustainability coordination.



INNOVATION & PROCESS

Comparative Analysis

The graph below shows how Goleta's Innovation & Process score compares to those from other certified communities. Goleta's score falls solidly between the 25th and 50th percentile. Relative to other communities, Goleta received below median scores in IP-1: Best Practices & Processes and IP-3: Local Innovation, and above median scores in IP-2: Exemplary Performance. Comparisons against other certified communities in IP-4: Good Governance are not possible given that this objective did not exist prior to the release of Version2.0 of the STAR Community Rating System.



Graph 19: Goleta's Innovation & Process total score in red, as compared to all certified STAR communities.

NEXT STEPS

Certification is just the beginning of Goleta's STAR Journey. The results of the assessment provide insight to the current state of sustainability in the community and ideas for improvement and next steps.

BENEFITS OF STAR CERTIFICATION

Communities join STAR for many reasons and report a variety of benefits from STAR Certification. These can help to communicate the value of STAR Certification and provide ideas for how to use Goleta's STAR rating going forward.

Communities who achieve certification under the STAR Community Rating System are:

- Aligning local plans and priorities with a national sustainability framework,
- Strengthening local metrics,
- Demonstrating a commitment to data-driven performance management,
- Increasing transparency and accountability through public-facing reporting,
- Gaining competitive advantage and attracting funding,
- Catalyzing action in implementing solutions and best practices for sustainability,
- Communicating resilience and risk management to municipal bond agencies,
- Integrating health and equity into existing sustainability or environmental efforts,
- Strengthening civic, university, and governmental partnerships throughout the community,
- Building and branding a culture of local sustainability,
- Improving sustainability communication and education,
- Identifying gaps and prioritize future investment, and
- Celebrating local progress and achieving national recognition.

STRATEGIES FOR IMPROVEMENT

In order to improve a STAR Rating, STAR Communities recommends that the local government perform either a gaps analysis or a strengths, weaknesses, opportunities and threats (SWOT) analysis. Some tips for how to start:

1. Look at the objectives with lower scores.
2. Ascertain why points were missed. Some possibilities:
 - a. The data wasn't available.
 - b. The data was available, but had not been tracked for long enough to demonstrate a trend line.
 - c. The data was available, but did not meet the STAR trend line or threshold requirement.
 - d. The outcome wasn't a community priority for reporting.
 - e. Didn't have GIS analysis capability or another required skillset to complete the analysis.
 - f. Couldn't find the correct data holder.
3. Prioritize measures for future tracking based upon existing community plans and needs assessments.
4. Identify opportunities for future actions, such as new policies or programs.
5. Develop a plan and timeline for the new actions and measures.
6. Develop community working groups or committees to assist in implementation, or task a green team or other existing sustainability group with aiding in implementation.
7. Consider embedding STAR metrics into annual reports, plans, and local government decision-making processes.