



CITY OF TACOMA

TACOMA 2025
BASELINE DATA COLLECTION

UNIVERSITY OF WASHINGTON
URBAN DESIGN AND PLANNING

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LIVABLE CITY YEAR 2017–2018
IN PARTNERSHIP WITH
CITY OF TACOMA

FALL 2017 AND SPRING 2018





LIVABLE CITY YEAR 2017-2018
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CITY OF TACOMA

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ABOUT LIVABLE CITY YEAR

The University of Washington's Livable City Year (LCY) initiative enables local governments to engage UW faculty and students for one academic year to work on city-defined projects that promote local sustainability and livability goals. The program engages hundreds of students each year in high-priority projects, creating momentum on real-world challenges while enabling the students to serve and learn from communities. Partner cities benefit directly from bold and applied ideas that propel fresh thinking, improve livability for residents and invigorate city staff. Focus areas include environmental sustainability; economic viability; population health; and social equity, inclusion, and access. The program's 2017–2018 partner is the City of Tacoma; this follows a partnership with the City of Auburn in 2016–2017.

The LCY program is led by faculty directors Branden Born (Department of Urban Design and Planning), Jennifer Otten (School of Public Health) and Anne Taufen (Urban Studies Program, UW Tacoma), with support from Program Manager Teri Thomson Randall. The program was launched in 2016 in collaboration with UW Sustainability and Urban@UW, with foundational support from the Association of Washington Cities, the College of Built Environments, the Department of Urban Design and Planning, and Undergraduate Academic Affairs.

LCY is modeled after the University of Oregon's Sustainable City Year Program, and is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), the collection of institutions that have successfully adopted this new model for community innovation and change.

For more information, contact the program at uwlcy@uw.edu.



ABOUT TACOMA

The third largest city in the state of Washington, Tacoma is a diverse, progressive, international gateway to the Pacific Rim. The port city of nearly 210,000 people has evolved considerably over the last two decades, propelled by significant development including the University of Washington Tacoma, the Tacoma Link light rail system, the restored urban waterfront of the Thea Foss Waterway, the expansions of both the MultiCare and CHI Franciscan health systems, and a significant influx of foreign direct investment in its downtown core.

Washington State's highest density of art and history museums are found in Tacoma, which is home to a flourishing creative community of writers, artists, musicians, photographers, filmmakers, chefs, entrepreneurs, and business owners who each add their unique flair to the city's vibrant commercial landscape. The iconic Tacoma Dome has endured as a high-demand venue for some of the largest names in the entertainment industry.

A magnet for families looking for affordable single-family homes in the Puget Sound area, Tacoma also draws those seeking a more urban downtown setting with competitively priced condos and apartments that feature panoramic mountain and water views. The city's natural beauty and proximity to the Puget Sound and Mount Rainier draws hikers, runners, bicyclists, and maritime enthusiasts to the area, while its lively social scene is infused with energy by thousands of students attending the University of Washington Tacoma and other academic institutions.

The City of Tacoma's strategic plan, Tacoma 2025, was adopted in January 2015 following unprecedented public participation and contribution. The plan articulates the City's core values of opportunity, equity, partnerships, and accountability, and expresses the City's deep commitment to apply these values in all of its decisions and programming. Each Livable City Year project ties into the principles and focus areas of this strategic plan. The City of Tacoma is proud of its 2017–2018 Livable City Year partnership with the University of Washington and of the opportunity this brings to its residents.





TACOMA 2025 STRATEGIC PLAN

The *Tacoma 2025 Baseline Data Collection* project supports the Livability goal of the Tacoma 2025 Strategic Plan and was sponsored by the City Manager’s Office.

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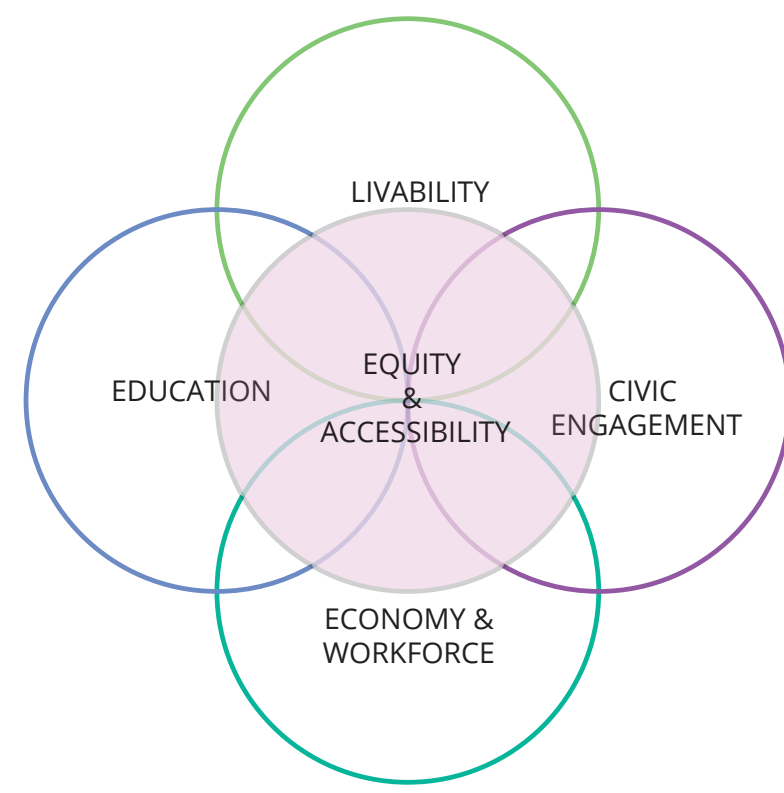
Goal #1 Livability
The City of Tacoma will be a city of choice in the region known for connected neighborhoods, accessible and efficient transportation transit options, and vibrant arts and culture. Residents will be healthy and have access to services and community amenities while maintaining affordability.
- 

Goal #2 Economy and Workforce
By 2025, Tacoma will be a growing economy where Tacoma residents can find livable wage jobs in key industry areas. Tacoma will be a place of choice for employers, professionals, and new graduates.
- 

Goal #3 Education
Tacoma will lead the region in educational attainment amongst youth and adults. In addition to producing more graduates from high school and college, more college graduates will find employment in the region. Lifelong learning and access to education will be prioritized and valued.
- 

Goal #4 Civic Engagement
Tacoma residents will be engaged participants in making Tacoma a well-run city. The leadership of the city, both elected and volunteer, will reflect the diversity of the city and residents and will fully participate in community decision-making.
- 

Goal #5 Equity and Accessibility
Tacoma will ensure that all residents are treated equitably and have access to services, facilities, and financial stability. Disaggregated data will be used to make decisions, direct funding, and develop strategies to address disparate outcomes.



RESOURCES

- Tacoma 2025 Strategic Plan:** https://www.cityoftacoma.org/tacoma_2025
- City Manager’s Office:** https://www.cityoftacoma.org/government/city_departments/City_Managers_Office/
- Livable City Year:** <https://www.washington.edu/livable-city-year/>
- Urban Planning and Design:** <http://urbdp.be.washington.edu/>

PROJECT SCOPE AND GOALS

In 2015, Tacoma's City Council approved a ten-year vision and strategic plan, known as Tacoma 2025. The plan is meant to guide City resource allocation and decision-making processes, as well as internal performance tracking and reporting procedures toward sustainability. The purpose of this Livable City Year (LCY) project is to develop baseline indicators, or benchmarks, for the City of Tacoma to utilize to assess its progress moving in the direction of the vision stated in Tacoma 2025. To develop viable targets and meet the goals of its plan, through an implementation strategy, the City must begin collecting, analyzing, and reporting baseline data. Students enrolled in the University of Washington (UW) course, CEP 460 Planning in Context, in the Autumn Quarter of 2017 began their work on this project by analyzing current indicators laid out in Tacoma 2025. An independent study student, enrolled in the UW course, URBDP 499 during the Spring Quarter of 2018, conducted further research to add to this project. The combined efforts of all students involved culminate in the production of this LCY report, presented to the City of Tacoma.



City of Tacoma staff participating in the students' final presentation at UW on December 6, 2017. From right: Chris Bell (LCY Liaison), and Tanisha Jumper and Stephen Atkinson (LCY Program Managers for City of Tacoma). TERI THOMSON RANDALL

ANALYSIS OF POLICY FRAMEWORKS

To understand the context of existing planning frameworks, students analyzed regional policies, listed below. Their review revealed an integrated, hierarchical structure of state, regional, and municipal plans. This structure indicates specific focus areas that connect state, regional, and local efforts and that support the goals of the Tacoma 2025 Strategic Plan.

- Washington Growth Management Act (GMA) mandates statutes for county and city planning that determine land use and growth boundaries for the State of Washington.
- Puget Sound Regional Council's Vision 2040 presents a multi-county, planning policy that aligns the GMA with regional transportation, planning, and economic development goals.
- One Tacoma Comprehensive Plan aligns Washington State and Pierce County plans with the Tacoma 2025 Strategic Plan, with a focus on the built environment.
- Tacoma 2025 expands upon seven key focus areas, which reflect priorities expressed by community members; the plan also states five goals the city has determined most significant for informing baseline indicators.

ANALYSIS OF SUSTAINABILITY METRICS SYSTEMS

Students evaluated a total of twenty-three international and national sustainability metrics systems. They narrowed this count down to four for further consideration. They determined which system to base their recommendations for the City on based on criteria that it align with the goals and focus areas of the Tacoma 2025 Strategic Plan, and that it be comprehensive, functional, comparable, and effective.

The four sustainability metrics systems students considered prior to selecting one (STAR Communities) for this project:

1. STAR Communities
2. ISO (International System)
3. LEED for Cities
4. EcoDistricts Protocol

DEVELOPMENT OF BASELINE INDICATORS

For each section of community priorities, represented by each of the seven focus areas of Tacoma 2025, students derived a set of accountability measures from STAR 2.0 and from the original Tacoma 2025 measures. From these measures, students formed a set of baseline indicators from STAR 2.0 to collect data on Tacoma 2025. The following flow chart represents the development of this project, starting with a review of the Tacoma 2025 framework and culminating with the development of a set of baseline indicators.
2025 Framework > Community Priorities > Accountability Measures > Baseline Indicators

CONCLUSIONS AND RECOMMENDATIONS

Student findings led them to conclude that STAR Communities tops the list of sustainability metrics systems, as the most comprehensive, functional, comparable, and effective of all analyzed. Tacoma became one of the first cities in the nation to achieve a STAR Communities rating in 2013. Since then, the cities of Seattle and Bellevue have also become STAR Communities. Students recommend that Tacoma recertify to STAR Communities Version 2.0 as this metric is the most likely to facilitate the City's achievement of the goals it lays out for itself within Tacoma 2025. Students used STAR Communities Version 2.0 as the basis for the accountability measures, baseline indicators, and implementation actions of this report. This report aims to align Tacoma 2025 with STAR Communities Version 2.0 in preparation for the recertification process students recommend.

Students conclude that STAR Communities tops the list of sustainability metrics systems, as the most comprehensive, functional, comparable, and effective of all analyzed.

OVERVIEW

The students’ approach to this project emerged from an exercise in design-thinking, which was ultimately developed into the methodological system used to create this report. The first step in this process began with understanding the project’s scope and defining the City’s goals through meetings and email correspondence. The next three steps, research, analysis, and development, occurred iteratively and involved qualitative research of regional policy frameworks and a comparative analysis of national and international sustainability benchmarking metrics. This made it possible for students to develop a set of baseline indicators well suited for the City to use to track its progress toward achieving the vision and goals of Tacoma 2025. Lastly, students reiterated their process within the sections of this report. Below is a summarized outline of the students’ process.

Scope	Understanding the City’s Challenge Definitions of project scope, client goals, and project deliverables
Research	Research of Policy Frameworks Examination of how regional policies align with Tacoma 2025
Analysis	Analysis of Sustainability Metrics Design of a method for analysis of sustainability metrics which achieve Tacoma 2025 goals
Development	Development of Baseline Indicators Creation of indicators that are relevant, cost effective, achievable, and comparable to other cities in the region
Implementation	Conclusions and Recommendations Synthesis of research to form recommendations and to propose accountability measures, baseline indicators, an implementation strategy and system of data collection

PROJECT SCOPE

A system for benchmarking sustainability across citywide services and programs must be, at once, broad enough to encompass all City departments and operations, and applicable to the specific measures of interest for direct and purposeful management. Since what gets measured gets managed, it is essential to focus on tracking the progress of services that correspond to achieving the goals of Tacoma 2025. Taking a systems perspective of Tacoma 2025 reveals how its seven focus areas form a local microcosm for implementing the state-level policy, the Washington Growth Management Act (GMA). While it is possible to trace a line from the GMA, at the state level, to the One Tacoma Comprehensive Plan, the Tacoma 2025 Strategic Plan is specifically designed to meet the unique challenges of the City of Tacoma, at the most local level. The Tacoma 2025 Plan is realized through the seven focus areas of: Health and Safety, Human and Social Needs, Economic Vibrancy and Employment, Education and Learning, Arts and Cultural Vitality, Natural and Built Environment, and Government Performance. To make progress toward these seven focus areas, the City introduced five overarching goals: Equity and Accessibility, Livability, Education, Economy and Workforce, and Civic Engagement.

BACKGROUND AND FINAL DELIVERABLE

In the Autumn Quarter of 2017, CEP 460 students produced a preliminary report that informed and guided the Spring 2018 URBDP 499 continuation of this project. The CEP 460 report clarified the history and context of the City’s data collection process and needs, and prioritized, for each of Tacoma 2025’s seven focus areas, data to be collected for accountability measures. This final report draws upon the research conducted by students during the autumn, and finalizes the recommended baseline indicators for the accountability measures. It also provides a methodology for the City to utilize to collect data across existing City initiatives and programs. The integrated systems approach of this final report is designed to facilitate the City’s achievement of the goals outlined within the Tacoma 2025 Strategic Plan. It also supports the broader objectives of the One Tacoma Comprehensive Plan, Puget Sound Regional Council VISION 2040, and the Washington Growth Management Act.



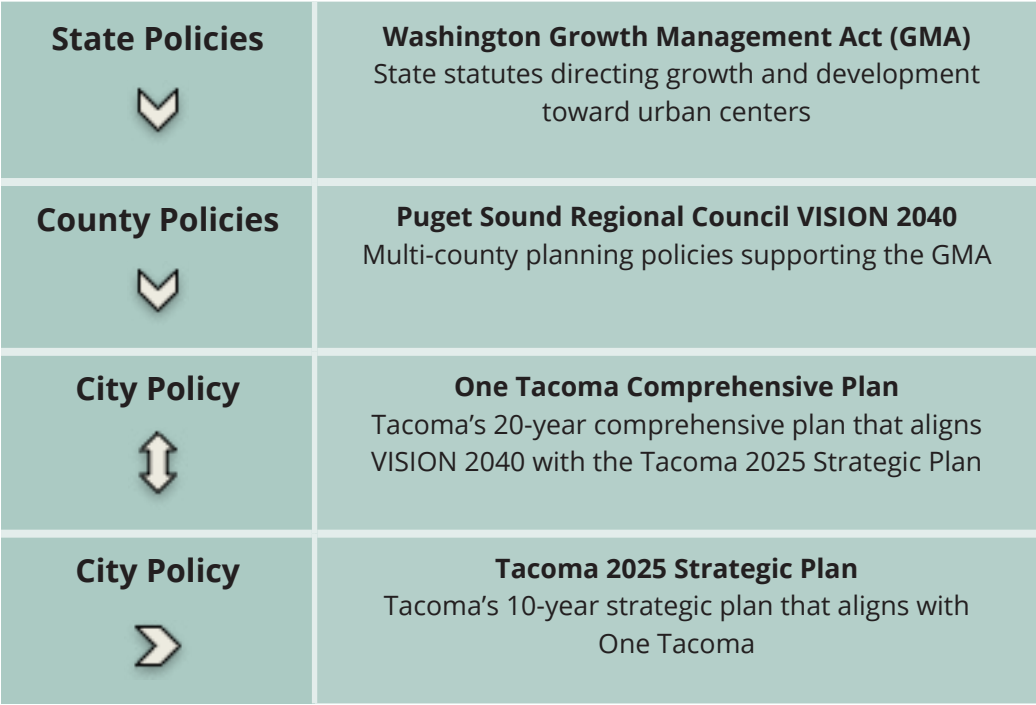
From left: UW Community, Environment, and Planning faculty members Branden Born and Rachel Berney, at the mid-term review. TERI THOMSON RANDALL

The Tacoma 2025 Strategic Plan is specifically designed to meet the unique challenges of the City of Tacoma, at the most local level.

POLICY FRAMEWORKS

Students analyzed the primary state, county, and city planning policies to understand the ways in which the Tacoma 2025 Strategic Plan aligns with plans that operate at broader state and regional levels. Analysis of these various planning frameworks provided students with a systems-level understanding of the interdependent relationships that exist among these plans. They discovered an integrated, hierarchical relationship between the Washington Growth Management Act, the Multi-County Planning Policies of the Puget Sound Regional Councils VISION 2040, and the City of Tacoma’s primary planning framework, the One Tacoma Comprehensive Plan. One Tacoma recognizes and builds upon the four core values, five goals, and seven focus areas outlined by the Tacoma 2025 Strategic Plan. In effect, Tacoma 2025 is a local manifestation of a regionally-situated, planning framework. It connects Tacoma to other cities aligned around a shared vision of a thriving, sustainably-developed Puget Sound region. The alignment of these plans and policies is represented by the diagram below.

Figure A: Interconnected Planning Frameworks



Washington Growth Management Act (GMA)

The Washington Growth Management Act (GMA), adopted in 1990, consists of statutes that direct growth and development to the most densely-populated, urban areas throughout the state, while protecting natural resources and ecologically critical zones, like forests, waterways, and wildlife corridors. The GMA requires all fast-growing, municipal and county governments to create their own comprehensive plans for the purposes of managing the growth and development of their built environments. The State requires that cities and counties update their plans every eight years. Under RCW 36.70A.020, the GMA establishes fourteen goals to serve as the basis for all comprehensive plans.

GMA Goals

The 14 goals listed below form a template for the GMA.

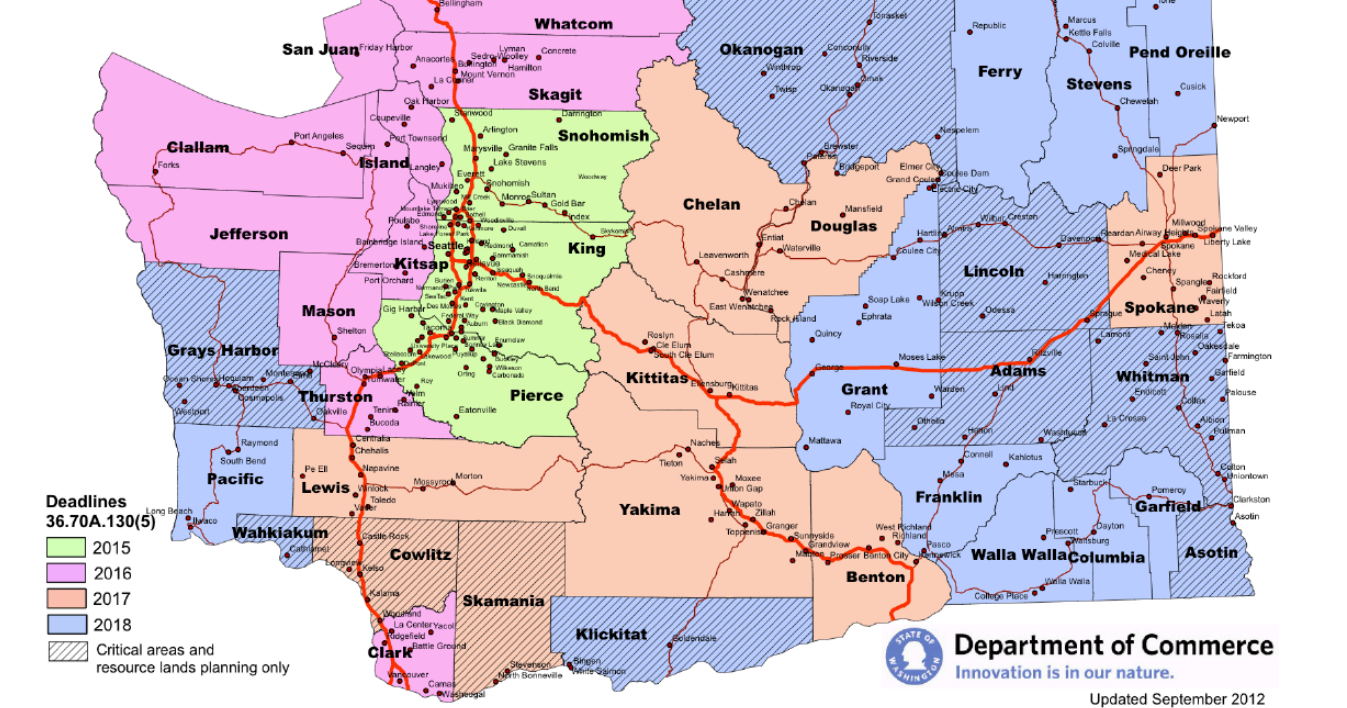
1. Urban Growth – Encourage urban growth with facilities adequate for meeting service needs.
2. Reduce Sprawl – Eliminate sprawling, low-density development, which is expensive to deliver services to and destructive to environmentally critical areas, agricultural lands, and other resource-rich lands.
3. Transportation – Encourage, and improve infrastructure to support, efficient, multimodal transportation: walking, biking, and mass transit modes.
4. Housing – Encourage a variety of affordable housing for all economic segments of the population.
5. Economic Development – Encourage economic development consistent with resources and facilities throughout the state.
6. Property Rights – Protect property from arbitrary decisions or discriminatory actions.
7. Permits – Issue permits in a timely manner and administer them fairly.
8. Natural Resources Industries – Maintain and enhance natural resource-based industries.
9. Open Space and Recreation – Encourage retention of open space for recreation.
10. Environment – Protect the environment and enhance the quality of life.
11. Citizen Participation – Encourage citizen involvement in the planning process.
12. Public Facilities and Services – Ensure that adequate public facilities and services are provided in a timely and affordable manner.
13. Historic Preservation – Identify and encourage preservation of historic sites.
14. Shoreline Management – The goals and policies of the Shoreline Management Act are included in the GMA.

The GMA's sections on transportation, affordable housing, economic development, and open space and recreation link directly to the Tacoma 2025 Strategic Plan.

Relevance

The GMA provides the foundational policy framework for multi-county planning and development processes throughout the State of Washington. This informs city-level, comprehensive planning processes. Although the GMA focuses primarily on sustainable development of the built environment, its sections on transportation, affordable housing, economic development, and open space and recreation link directly to the Tacoma 2025 Strategic Plan.

GMA Update Schedule: RCW 36.70A.130(5)



Washington State requires 18 counties, and all the cities and towns within them, to create comprehensive plans aligned with the GMA. An additional 11 counties have opted to create plans in accordance with the GMA. The different colors used to shade in different areas of the state on this map correspond to the year by which those counties were required to create plans aligned with the GMA.

MRSC

Puget Sound Regional Council's (PSRC) VISION 2040

PSRC's VISION 2040, published in 2009, forms a multi-county, planning policy. It aligns Snohomish, King, Pierce, and Kitsap Counties with GMA land use, housing, regional transportation, and economic development policies. The plan's vision and strategy target accommodating the Puget Sound's projected growth of five million people and three million jobs by 2040. VISION 2040 designates Tacoma as one of five 'metropolitan cities' in the region. As a metropolitan city, Tacoma is to serve as a focal point for forecasted growth, thereby offering relief and protection to environmentally critical, agricultural, and natural resource abundant lands.

PSRC Policy Sections

PSRC organizes the multicounty planning policies of VISION 2040 into six categories.

1. Environment
2. Development Patterns
3. Housing
4. Economy
5. Transportation
6. Public Services

PSRC Framework

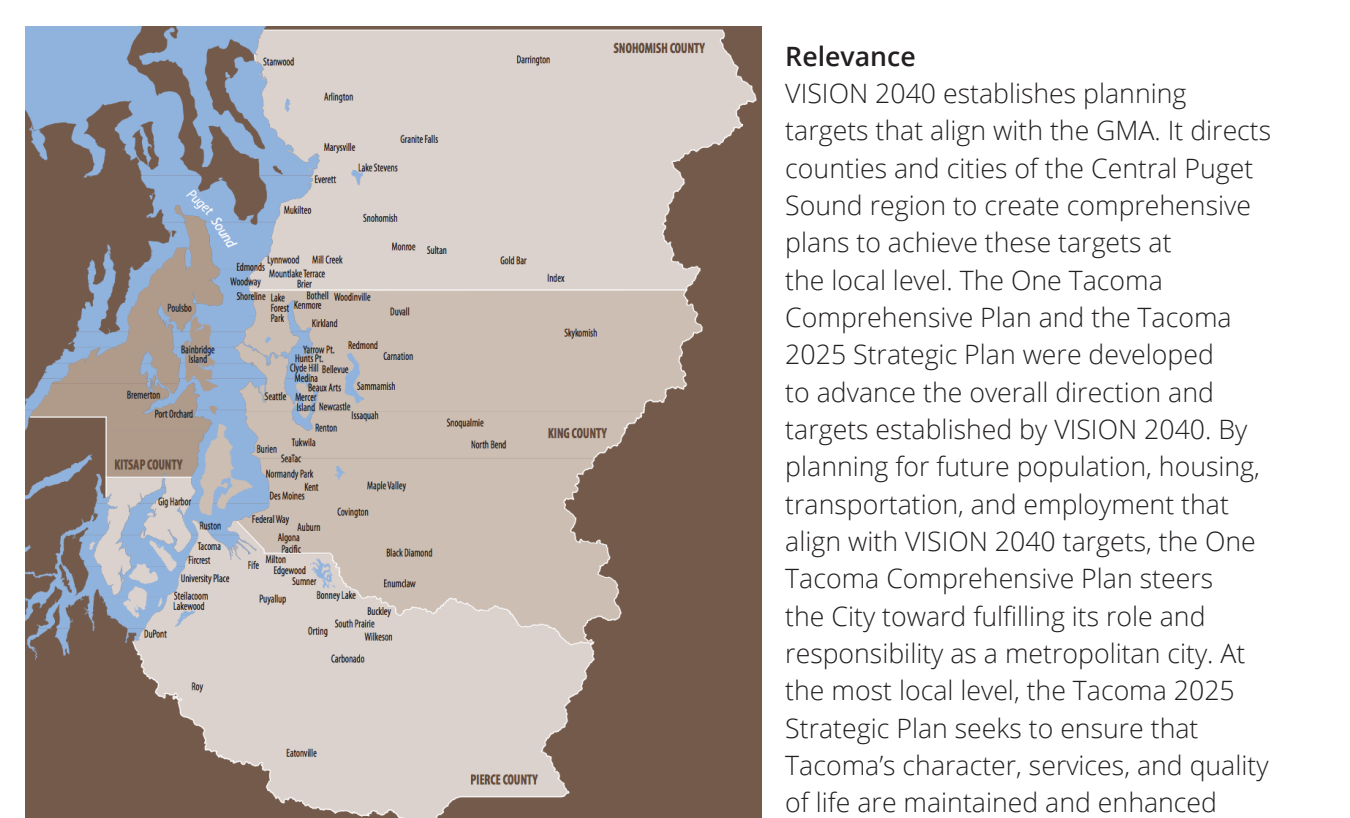
PSRC's multicounty planning policies are presented as a four-part framework:

Goals: Goals speak to the desired outcomes for each of the topics covered in VISION 2040.

Policies: The multicounty planning policies provide overall guidance and direction for planning processes and decision-making at both regional and local levels.

Actions: VISION 2040 outlines and describes key actions that relate to implementing each policy section.

Measures: Measures assess how well the region meets the goals and provisions of the policies included in the implementation section of VISION 2040.



Relevance

VISION 2040 establishes planning targets that align with the GMA. It directs counties and cities of the Central Puget Sound region to create comprehensive plans to achieve these targets at the local level. The One Tacoma Comprehensive Plan and the Tacoma 2025 Strategic Plan were developed to advance the overall direction and targets established by VISION 2040. By planning for future population, housing, transportation, and employment that align with VISION 2040 targets, the One Tacoma Comprehensive Plan steers the City toward fulfilling its role and responsibility as a metropolitan city. At the most local level, the Tacoma 2025 Strategic Plan seeks to ensure that Tacoma's character, services, and quality of life are maintained and enhanced as the city grows in accordance with regional and state planning policies.

The Puget Sound Regional Council is formed by representatives of cities, towns, counties, ports, and state agencies of the Central Puget Sound. It provides a forum for developing policies and for making decisions about regional growth management, especially concerning environmental, economic, and transportation issues. PSRC

VISION 2040 designates Tacoma as a focal point for forecasted growth, thereby offering relief and protection to environmentally critical, agricultural, and natural resource abundant lands.

One Tacoma Comprehensive Plan

The One Tacoma Comprehensive Plan, created in 2015, adheres to Washington State GMA requirements and addresses each of the policy areas of PSRC’s VISION 2040. The plan calls for the development of a more compact urban core and includes guidelines for mixed-use and transit-oriented design. Funding and investment into two regional growth centers is prioritized. The plan’s housing section commits to expanding housing options for all income levels to meet the needs of current and future residents; it also establishes an affordable housing goal based on the 2040 planning horizon over the next twenty years. One Tacoma’s economic section refers to the importance of creating jobs, equitable investment in underserved populations, designing livable communities, and maintaining a high quality of life. The transportation section prioritizes supporting cleaner, more sustainable mobility modes; it puts forth a strategy to advance alternatives to driving alone like walking, biking, and riding the bus.

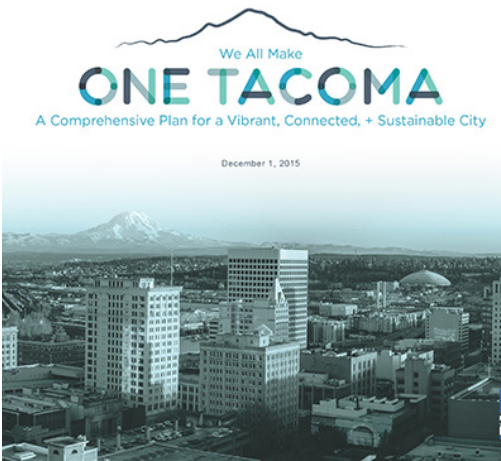
The 12 Books of One Tacoma

The One Tacoma Comprehensive Plan consists of 12 ‘Books’ which comprise the core policy topics that guide the City’s growth and development:

- 1. Introduction and 2025 Vision
- 2. Urban Form
- 3. Design and Development
- 4. Environment and Watershed Health
- 5. Housing
- 6. Economic Development
- 7. Transportation
- 8. Parks and Recreation
- 9. Public Facilities and Services
- 10. Container Port
- 11. Engagement, Administration, and Implementation
- 12. Downtown

Relevance

The One Tacoma Comprehensive Plan is the City’s central planning policy. It aligns Washington State and Pierce County plans with the goals and focus areas of the Tacoma 2025 Strategic Plan. The Comprehensive Plan advances a sustainable vision for growth and future development. One Tacoma incorporates a systems approach to planning and decision-making that integrates and implements the planning elements of the GMA, VISION 2040, and the Tacoma 2025 Strategic Plan.



The One Tacoma Plan is aligned with PSRC’s VISION 2040 and guides the City of Tacoma in planning for transportation, housing, capital facilities, parks, and the built and natural environments. It strives to take a long-range perspective on pertinent topics related to physical, social, and economic health of the city. CITY OF TACOMA

Tacoma 2025 Strategic Plan

Tacoma 2025, published in 2015, is the 10-year strategic plan and vision for Tacoma. The City of Tacoma developed this plan to guide local decision-making and resource allocation, as well as performance tracking and reporting. It consists of seven specific focus areas which represents community desires and priorities. The City has embedded within this plan a framework of four ‘core values’ and five overarching goals, meant to anchor and steer development practices that promote a high quality of life for the people of Tacoma.

Relevance

The Tacoma 2025 Strategic Plan stands as the visioning document for the One Tacoma Comprehensive Plan. It provides a strategy for the City to address the seven focus areas, of expressed interest to community members. As the City’s visioning framework, the Tacoma 2025 Plan supports the 11 sections of the One Tacoma Comprehensive Plan. The two City-level plans work hand-in-glove to guide Tacoma to abide by Washington State GMA and the Puget Sound Regional Council’s VISION 2040, at a scale that remains local and relevant.



Tacoma 2025 is the City’s 10-year Strategic Plan and Vision. More than 2,000 residents of Tacoma participated in helping the City identify the core values and focus areas around which the plan is formed. The Plan guides local decision-making and resource allocation, as well as performance tracking and reporting. CITY OF TACOMA

Figure B: Framework of Tacoma 2025 Strategic Plan

Four Core Values						
Opportunity	Equity		Partnerships		Accountability	
Five Goals						
Economy and Workforce	Education	Equity and Accessibility		Livability	Civic Engagement	
Seven Focus Areas						
Economic Vibrancy and Employment	Education and Learning	Arts and Cultural Vitality	Human and Social Needs	Health and Safety	Natural and Built Environment	Government Performance
Accountability Measures for Focus Areas*						
Baseline Indicators for Focus Areas*						

*The “Accountability Measures for Focus Areas” and “Baseline Indicators for Focus Areas” sections are intentionally left blank in this table. These are provided later in the report, in tables that correspond to each of the seven focus areas of the Tacoma 2025 Strategic Plan.

SUSTAINABILITY METRICS SYSTEMS

Rather than reinventing the wheel, students set out to find an existing system of indicators that would provide the most appropriate and comprehensive approach for the City of Tacoma to use to benchmark its progress toward attaining the goals of Tacoma 2025. Students researched and analyzed a total of 23 national and international sustainability metrics to determine the best system for the City of Tacoma. After reviewing each, students narrowed them down to the top four sustainability metrics systems, based on criteria of how comprehensive, functional, comparable, and effective they were and on how well they aligned with the focus areas and goals of Tacoma 2025.

Note: For a review of all 23 sustainability metrics systems analyzed by students, see Appendix A: Sustainability Metrics.

Figure C: Definitions of Criteria

Criteria	Summary
Comprehensive	How much depth and breadth does this metric provide? Does the metric capture the data needed? How scientifically valid are the measures?
Functional	How easily can this metric be implemented and integrated into the City's operations and decision-making practices? Does this metric fit? Is it scalable or modular?
Comparable	How comparable is this metric with those used by other cities/governments? How many other regional institutions use this metric, or one that is similar?
Effective	Overall, does this metric apply to the goals of the Tacoma 2025 Strategic Plan? Will it help the City create a more healthy, equitable, and sustainable community?

Figures D-G correspond to each of the four sustainability metrics systems analyzed by students. Each table presents scores and summaries for each of the four criteria (comprehensive, functional, comparable, and effective) used by students to determine a preferred system for the City of Tacoma to utilize.

- Figure D
- Figure E
- Figure F
- Figure G
- STAR Communities
- ISO 37120:2014 (International System)
- LEED for Cities
- EcoDistricts Protocol

Students set out to find an existing system of indicators that would provide the most appropriate and comprehensive approach for the City of Tacoma to use to benchmark its progress toward attaining the goals of Tacoma 2025.

Figure D: STAR Communities

Criteria	Score	Summary
Comprehensive	+ Good	Offers both depth and breadth of measurement. The measurements capture what data are needed and are all scientifically valid.
Functional	+ Good	Easy to implement and integrate into City's operations and decision-making practices since Tacoma was previously STAR certified.
Comparable	+ Good	Very comparable with metrics of other cities and governments, and used by sister cities, Seattle and Bellevue. This was the best metric compared to others.
Effective	+ Good	This metric will help the City achieve the goals of Tacoma 2025. It will help the City create a more healthy, equitable, and sustainable community.



In 2013, the City of Tacoma successfully recieved a STAR Communities rating, making it one of the first cities in the nation ever to do so. STAR Communities is the preferred sustainability metrics system for the City of Tacoma to use to adopt a set of baseline indicators. STAR COMMUNITIES

The STAR framework integrates economic, environmental, and social aspects of sustainability and provides communities with a menu-based system to customize their approach to developing a sustainability plan based on local conditions and priorities. Communities can pursue the most important or relevant objectives, whilst addressing regional variability and differing priorities.

The rating system is organized by goals, objectives, and evaluation measures; this design is intended to align with local government processes and municipal operating practices. The structure features a set of components that reflect public sector mechanisms that are proven effective in advancing sustainable change. Terms are those commonly used by local governments and their partners to communicate strategic objectives and desired outcomes.

Within each goal area is a series of objectives aimed at achieving community-level aspirations. Objectives are measured in two ways: 1) attainment of community level outcomes and 2) completion of local actions that are essential to reaching the outcomes. These evaluation measures provide an avenue for communities to achieve credit in the rating system.

Areas covered by STAR Communities

- Built Environment
 - Climate and Energy
 - Economy and Jobs
 - Education, Arts, and Community
- Equity and Empowerment
 - Health and Safety
 - Natural Systems
 - Innovation and Process

Figure E: ISO 37120: 2018

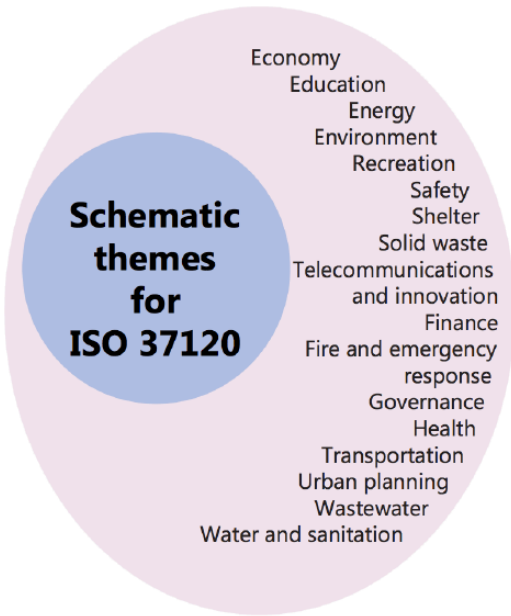
Criteria	Score	Summary
Comprehensive	+ Good	Metric is comprehensive and has both breadth and depth to the measure. Captures all relevant data and is most scientifically valid of all metrics.
Functional	+/- OK	Uncertain how well this metric could be implemented and integrated into the City's operations and decisions. Could be a OK fit and is scalable.
Comparable	+/- OK	Because this is a newer international standard, it is not currently comparable to other regional cities, and few cities use this metric system.
Effective	+ Good	Overall, this metric could help City achieve the goals of Tacoma 2025. It would help the City create a more healthy, equitable, and sustainable community.

ISO 37120 is the first international standard to measure city sustainability; it is being developed as part of an integrated suite of standards for sustainable development of communities across the globe. As part of a new series of ISO standards which target a holistic and integrated approach to sustainable development that includes indicators for city services and quality of life, indicators for smart cities, and indicators for resilient cities, this system provides a uniform approach for what is being measured, and for how measurements are taken. These indicators are intended to track and monitor progress on a city's performance in a standardized way. In order to achieve sustainable development, the whole city system must be taken into consideration. Planning for the future requires careful consideration of resource use and efficiency measures. The indicators and associated test methods have been developed to help cities accomplish three tasks.

1. Measure performance management of city services and quality of life over time
2. Learn from one another by allowing comparison across a wide range of performance measures
3. Support policy development and priority setting

Areas covered by ISO 37120: 2018

- Economy
 - Education
 - Energy
 - Environment and Climate Change
 - Finance
 - Governance
 - Health
 - Housing
 - Population and Social Conditions
 - Recreation
- Safety
 - Solid waste
 - Sports and Culture
 - Telecommunication
 - Transportation
 - Urban/Local Agriculture and Food Sources
 - Urban planning
 - Wastewater
 - Water



ISO 37120 is the first set of international standards that measure the performance of city services and quality of life. INTENATIONAL ORGANIZATION FOR STANDARDIZATION

Figure F: LEED for Cities

Criteria	Score	Summary
Comprehensive	+/- OK	Not enough depth but ok breadth across categories. Capable of capturing most of the data needed. Metric is scientifically valid.
Functional	+ Good	Could be easily implemented and integrated into City operations and decision making practices. The metric fits most categories and would work with STAR.
Comparable	+/- OK	Because this is a new metric, it is not yet comparable with other cities/governments.
Effective	+/- OK	Overall, this metric achieves most, but not all, goals of Tacoma 2025. It would help create a more healthy, equitable, and sustainable community.



LEED for Cities provides a certification process for cities to measure and improve their success at achieving sustianability goals. LEED

LEED (Leadership in Energy and Environmental Design) for Cities helps measure and manage a city's water consumption, energy use, waste, transportation, and human experience. Cities use the online LEED Arc Performance Platform to enter and measure city metrics and to generate a performance score. The Arc Performance Platform evaluates the results of best practices and serves as a pathway to LEED certification for cities. To begin using this metric, a city project team must: 1) register in Arc, 2) complete all precertification requirements, and 3) provide data to receive a performance score in Arc.

To generate a performance score, participants input data across five categories – energy, water, waste, transportation, and human experience. Cities must complete all precertification requirements and may provide additional information to earn points to increase their base score. This could occur through submitting a STAR Communities certification.

Areas covered by LEED for Cities

- Energy
 - Water
 - Waste
 - Transportation
- Education
 - Equitability
 - Prosperity
 - Health and Safety

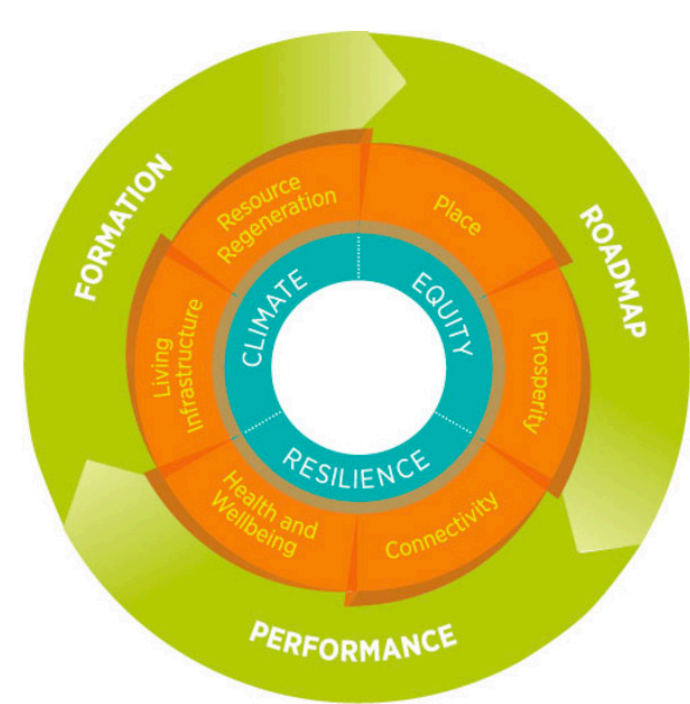
In order to achieve sustainable development, the whole city system must be taken into consideration.

Figure G: EcoDistricts Protocol

Criteria	Score	Summary
Comprehensive	+/- OK	Lacks depth and breadth. The metric provides a tool for planning and development and lets you track measures against the EcoDistrict Protocol. It would capture only some of the data needed. Uncertain if measures are scientifically valid.
Functional	- Bad	Metric would not be easy to implement. Requires formation of Eco District Plan and Eco District Team. Metric is not scalable or modular.
Comparable	+/- OK	Metric is only comparable with a small number of cities. Not a universally adopted metric for city governments.
Effective	- Bad	More suited to a district scale project, like the downtown core. Overall, this metric does not guide achievement of the goals of Tacoma 2025 and only addresses some of the measures for creating a more healthy, equitable, and sustainable community.

The EcoDistricts Protocol applies a comprehensive lens to every urban regeneration decision, drives the delivery of meaningful performance outcomes, and sets the conditions for sustainable, collective action. Above all, EcoDistricts is designed as a flexible, performance framework rather than as a prescriptive standard, recognizing that every community has the ability and need to advance a unique, place-based, sustainability agenda. District teams work to tailor the protocol to local circumstances, set performance goals that correspond to local conditions and priorities, and measure progress against the protocol's imperatives and priorities.

EcoDistricts is designed as a flexible, performance framework rather than as a prescriptive standard, recognizing that every community has the ability and need to advance a unique, place-based, sustainability agenda.



The EcoDistricts Protocol balances the importance of social equity, resilience, and climate protection in a system designed to guide cities toward a sustainable future. ECODISTRICTS

The EcoDistricts Protocol is a tool for fostering neighborhood or district-scale sustainability. The Protocol is available for free, digitally. EcoDistricts may appeal to cities interested in advancing comprehensive and impactful sustainability policies and strategies with concern for equity, resilience, and climate protection. EcoDistricts requires users to abide by rigorous certification standards and connects all certified districts within a global, peer-to-peer, learning network. Three Core Elements of the Eco District Protocol: Three core elements form the basic structure of the EcoDistricts Protocol: imperatives, priorities, and implementation phases.

- 1. Imperatives: equity, resilience, and climate protection
- 2. Priorities: place, prosperity, health and wellbeing, connectivity, living infrastructure, and resource regeneration
- 3. Implementation phases: formation, roadmap, and performance



The Tacoma Dome with downtown Tacoma and Commencement Bay in view. CITY OF TACOMA

COMPARISON OF SUSTAINABILITY METRICS SYSTEMS

Comparison and analysis of the top four sustainability metrics led students to the conclusion that the STAR Communities system is the most comprehensive, functional, comparable, and effective of all sustainability metrics frameworks evaluated. Because Tacoma was a STAR Pilot Community and previously completed the STAR certification process, STAR appears to have influenced the structure and categories present in the Tacoma 2025 Strategic Plan. Students encourage the City to enter into the year-long recertification process to update its operations to meet the requirements of this version of STAR Communities; and this is why students used STAR to formulate the accountability measures, baseline indicators, and implementation actions of this report.

Figure H: Summary Analysis of Four Sustainability Metrics Systems

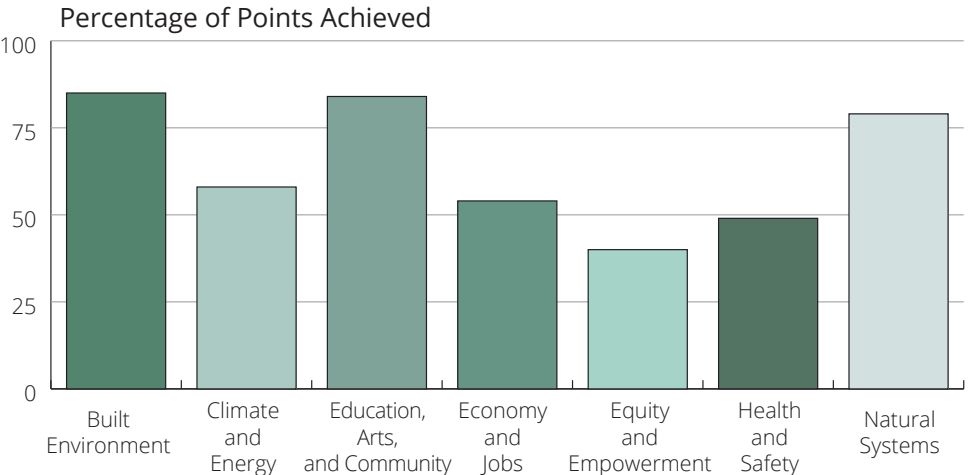
	STAR	ISO	LEED	Eco Districts
Comprehensive	+ Good	+ Good	+/- OK	+/- OK
Functional	+ Good	+/- OK	+ Good	- Bad
Comparable	+ Good	+/- OK	+/- OK	+/- OK
Effective	+ Good	+ Good	+/- OK	- Bad

STAR COMMUNITIES AND TACOMA

The STAR Community Rating System has already been used to establish a baseline for Tacoma to benchmark its sustainability performance and to compare itself to other cities against a national standard. Tacoma was among the first 30 pilot cities in the U.S. to receive a STAR Community certification in 2013, receiving four out of five possible stars in its rating. Tacoma performed particularly well under built environment; education, arts, and community; and natural systems. Areas for the City to improve

included Climate and Energy, Economy and Jobs, Health and Safety, and Equity and Empowerment categories.

Tacoma’s STAR Points Achieved



“Version 2.0 of STAR has additional amendments to improve Equity and Empowerment and Climate and Energy Goals. In addition, the latest version aligns with external international standards like ISO 37120 and the United Nations Sustainable Development Goals. This will aid cities that actively seek to make progress on the UN SDGs through local policymaking.”

-STAR Communities Planning Guide, May 2016

STAR Version 2.0 provides new opportunities for cities to improve their performance in the areas of Equity and Empowerment— a core goal of the Tacoma 2025 Strategic Plan— Health and Safety, Economy and Jobs, and Climate and Energy. While Tacoma may not currently seek to align its sustainability initiatives with newer international standards, like ISO 37120 and the United Nations Sustainable Development Goals, aligning to these international standards now, by using STAR 2.0, may prove its value to the City in the future. By updating to the latest version of STAR 2.0, Tacoma can continue to build upon the work it accomplished as a STAR Pilot Community in 2013, while keeping pace with sustainability goals for the Puget Sound region and for Washington State. In fact, Tacoma could aspire to brand itself as a model for sustainability within the region.

INTRODUCTION TO BASELINE INDICATORS

The Tacoma 2025 Strategic Plan is organized around the seven focus areas of the Tacoma 2025 Strategic Plan: 1) Health and Safety, 2) Human and Social Needs, 3) Economic Vibrancy and Employment, 4) Education and Learning, 5) Arts and Cultural Vitality, 6) Natural and Built Environments, and 7) Government Performance. In this report, the following information is provided pertaining to each of the seven focus areas:

- Framework
- Accountability Measures
- Baseline Indicators
- Implementation

Each section begins with a statement that refers to Tacoma 2025's framework, which aligns the seven focus areas of the plan with its five overarching goals: 1) Equity and Accessibility, 2) Livability, 3) Education, 4) Economy and Workforce, and 5) Civic Engagement. Next, students introduce accountability measures taken from STAR 2.0, using a table to show how the measures support community priorities of Tacoma 2025. Following this, students present baseline indicators, with an additional table that aligns them with the previously introduced accountability measures.

Their methodology for developing the baseline indicators involved combining the existing Tacoma 2025 Accountability Measures with analogous STAR 2.0 Objectives. This informed the development of a new, modified set of accountability measures that are based on STAR 2.0 and that address the community priorities embedded within Tacoma 2025. For each of the accountability measures, students selected baseline indicators from STAR 2.0; these should enable the City to benchmark and track its progress toward attaining the goals and community priorities for each of the seven focus areas of the strategic plan.

Finally, students provide an implementation table. This shows how the different plans, programs, and partnerships across the City align to support the goals of Tacoma 2025. A set of Local Actions from STAR 2.0 is provided in Appendix B; these are designed to inform and guide implementation of existing partnerships, plans, and programs. Students expect the City to continue to coordinate its efforts with plans and

programs put in place by various departments and agencies; and to support this, students address data collection in the partnerships, plans, and programs portion of section 7: Government Performance. Additionally, students offer recommendations for the City to use to leverage its Open Data Portal, while bearing in mind international standards.

BASELINE INDICATORS

Note: As described previously, the baseline indicators of this report follow along with the seven focus areas of the Tacoma 2025 Strategic Plan and correspond to STAR 2.0.



Community, Environment, and Planning (CEP) students conduct preliminary research in Fall 2017. TERI THOMSON RANDALL

1. Health and Safety

Health and Safety: Framework

The Tacoma 2025 Health and Safety focus area addresses the overarching goals of Accessibility and Equity, and Livability. These goals intersect with Tacoma 2025 Community Priorities to improve neighborhood safety, increase active lifestyles, and improve overall health of the community. The objectives for Health and Safety link to related objectives for the Natural and Built Environment, and Human and Social Needs focus areas.

Table 1.1 Health and Safety: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
1A: Improve neighborhood safety	X	X	X		
1B: Increase active living	X		X		
1C: Improve overall health	X		X		X

Health and Safety: Accountability Measures

The seven objectives in STAR's Health and Safety goal area (HS) recognize that the development of healthy, safe, and resilient communities requires proactive efforts to prevent disease, injury, and premature death by strengthening preventative and protective measures, and by reducing risk factors that undermine public health. Several of STAR's objectives focus on reducing obesity and preventing related illnesses, like diabetes and heart disease.

HS-1: *Active Living* calls for intentional design of the built environment to encourage active lifestyles for adults and children. This goal area addresses the importance of designing features that support walking, bicycling, and recreation. HS-2: *Community Health* serves as the overall, composite measure for public health and integration of health considerations in local decision-making and planning.



Tacoma residents enjoy paddle boarding in the Thea Foss Waterway. CITY OF TACOMA

HS-3: *Emergency Management* and Response evaluates the preparedness of emergency responders to efficiently and effectively respond to emergencies. HS-4: *Food Access and Nutrition* measures access to fresh, healthful food, and recognizes efforts to encourage healthy eating. HS-5: *Health Systems* addresses the structural and professional components of health care, to include a community's hospitals, clinics, and care providers. The remaining objectives address planning efforts to prevent and alleviate the impacts of hazardous events, emergency situations, violence, and crime. HS-6: *Hazard Mitigation* focuses on reducing vulnerability to existing community risk areas. HS-7: *Safe Communities* seeks to reduce violence and crime through proven prevention strategies.

Table 1.2 Health and Safety: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
1A: Improve neighborhood safety: Tacoma residents want to feel safe. This means that the rate of crime falls and people feel secure in their neighborhoods.	HS-1: Active Living: Increase opportunities for citizens to engage in indoor and outdoor physical activities.
1B: Increase active living: Increasing active lifestyles is Tacoma's greatest opportunity to improve the health of its residents.	HS-2: Community Health: Increase overall positive health outcomes and minimize health risk factors of citizens.
1C: Improve overall health: Tacoma residents value an integrated system of wellness programs and health care as a means of supporting community health and wellbeing.	HS-3: Emergency Management and Response: Decrease harm to citizens and property by increasing capability and capacity to respond to emergencies.
	HS-4: Food Access and Nutrition: Increase citizens physical and economic access to healthy and diverse food.
	HS-5: Health Systems: Improve quality, accessibility and responsiveness of health systems.
	HS-6: Hazard Mitigation: Improve adaptation, mitigation and resiliency, before, during and after disasters.
	HS-7: Safe Communities: Reduce crime and increase perceptions of safety through interagency collaboration with residents as empowered partners.

Health and Safety: Baseline Indicators

The baseline indicators for Health and Safety focus on promoting physical activity, improving quality of life and health systems, increasing access to healthy foods, increasing safety and reducing crime, and improving hazard and emergency management and response systems. HS-1 and HS-1.1 target increasing the percentage of youth and adults who report engaging in physical activity on a regular basis. HS-2 tracks quality and length of life in Pierce County. HS-3 concerns emergency response to local threats and hazards.

HS-4 and HS-4.1 account for the percentage of residents who have access to healthy and diverse foods in their area. HS-5 focuses on the quality of and access to clinical and health care services. HS-6 concerns resilience and the ability for a city to withstand disasters and quickly recover from community hazards. HS-7 supports reducing crime and increasing safety by collaborating with impacted communities.

Table 1.3 Health and Safety: Baseline Indicators

Accountability Measures	Baseline Indicators
HS-1: Active Living: Increase opportunities for citizens to engage in indoor and outdoor physical activities.want to feel safe. This means that the rate of crime falls and people feel secure in their neighborhoods. 1B: Increase active living: Increasing active lifestyles is Tacoma's greatest opportunity to improve the health of its residents. 1C: Improve overall health: Tacoma residents value an integrated system of wellness programs and health care as a means of supporting community health and wellbeing.	HS-1: Increase the percentage of adults aged 20+ who report regular leisure time physical activity within the past month. HS-1.1: Increase the percentage of high school students that are physically active for 60 minutes per day on 5 or more days each week.
HS-2: Community Health: Increase overall positive health outcomes and minimize health risk factors.	HS-2: Demonstrate that Pierce County is a top US performer regarding quality of life and length of life (using Pierce County Health Indicators).
HS-3: Emergency Management and Response: Decrease harm to residents and property by increasing capability and capacity to respond to emergencies.	HS-3: Demonstrate that the emergency response system is prepared to manage emergency incidents involving all sorts of threats and hazards and that the local government has received accreditation by the Emergency Management Accreditation Program (EMAP).
HS-4: Food Access and Nutrition: Increase residents' physical and economic access to healthy and diverse foods.	HS-4: Increase the percentage of food secure residents HS-4.1: Increase the percentage of residents within a walkable (1/4-mile) distance of a healthy food grocer or other retail outlet and decrease the percentage of residents living in an urban or rural food desert.
HS-5: Health Systems: Improve quality, accessibility, and responsiveness of health systems.	HS-5: Demonstrate that Pierce County is a top US performer regarding quality of clinical care, including access to health care.
HS-6: Hazard Mitigation: Improve adaptation, mitigation, and resiliency, before, during and after disasters.	HS-6: Demonstrate a measurable reduction in vulnerability and/or increase in resiliency to communitywide hazard threats over time.
HS-7: Safe Communities: Reduce crime and increase perceptions of safety through interagency collaboration with residents as empowered partners.	HS-7: Demonstrate a reduction, and perception of reduction, in average rate of property crime, aggravated assault, rape or attempted rape, and homicide.

Health and Safety: Implementation

Implementation of a program to track data and make progress on Health and Safety targets begins with collaboration among local departments and agencies who are already operate related programs and plans. Primary partners are the Tacoma-Pierce County Health Department, Tacoma Police and Fire Departments, Tacoma Public Schools, and the City's Office of Sustainability. Existing plans for the City to align its own with, and draw from, include the Human Services Strategic Plan, the Healthy Communities Strategy, and the Community Improvement Plan. Missing from this list is a comprehensive, coordinated emergency management and first responder plan that focuses on community safety and a regional disaster mitigation and resiliency strategy. Additionally, a city-wide, sustainable food system program which supports access to healthy, affordable, and diverse foods should be implemented in partnership with the Tacoma-Pierce County Health Department and Tacoma Public Schools.

Table 1.4 Health and Safety: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Tacoma–Pierce County Health Dept. Health Systems Pierce County Tacoma Public Schools Tacoma Police Department Tacoma Fire Department Office of Environmental Policy and Sustainability Metro Parks	Functional Plans: Human Services Strategic Plan Tacoma-Pierce County Health Department (TPCHD): Healthy Community Strategy, Community Health Improvement Plan	Community Based Services



2. Human and Social Needs

Human and Social Needs: Framework

The Tacoma 2025 Human and Social Needs focus area addresses the overarching goals of Accessibility and Equity, and Livability. These goals intersect with the 2025 Community Priorities to increase housing security, improve services to vulnerable populations, and reduce poverty. The objectives for Human and Social Needs link to related objectives for the Economic Vibrancy and Employment, and Education and Learning focus areas.

Table 2.1 Human and Social Needs: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
2A: Increase housing security	X		X		
2B: Improve services to youth and vulnerable populations	X		X		X
2C: Reduce poverty	X	X	X	X	X

Human and Social Needs: Accountability Measures

The 6 objectives of the Human and Social Needs focus area promote equity, inclusion, and access to opportunities and community resources for all community members.

EE-2: *Civil and Human Rights* promotes the respect, protection, and fulfillment of civil and human rights by all members of the community.
EE-4: *Equitable Services and Access* evaluates the spatial distribution of foundational community assets, such as public schools, public transit, and healthy food; it rewards communities for reducing access barriers.



The northern reaches of Pacific Avenue with Tacoma's iconic Old City Hall in view. WIKIMEDIA

BE-4: *Housing Affordability* measures combined costs of housing and transportation, and encourages affordable housing in areas where transportation costs are already low due to public transit accessibility.
EE-5: *Human Services* assures that the most vulnerable community members have timely access to necessary social services.
EE-6: *Poverty Prevention and Alleviation* focuses on the ability of impoverished people to obtain economic stability; it also ensures local government works to alleviate the immediate effects of poverty.
EAC-6: *Aging in the Community* addresses many issues of intergenerational significance, but primarily focuses on enhancing quality of life as people age.

Table 2.2 Human and Social Needs: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
2A: Increase housing security: Tacoma residents want everyone to have shelter and to feel secure in their housing options.	EE-2: Civil and Human Rights: Respect, protect, and fulfill the civil and human rights of all members of the community.
2B: Improve services to youth and vulnerable populations: Tacoma cherishes its youth and other vulnerable residents; providing services to them is a priority.	EE-4: Equitable Services and Access: Establish equitable, spatial access to foundational community assets within and between neighborhoods and populations.
2C: Reduce poverty: Reducing poverty is the best way to ensure that all Tacoma residents have resources to meet their needs.	BE-4: Housing Affordability: Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing options for all residents. 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. EE-6: Poverty Prevention and 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. 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.

Human and Social Needs: Baseline Indicators

The baseline indicators for Human and Social Needs focus on civil and human rights, equitable access to social services, housing affordability, poverty prevention, and aging in the community.

- HSN-1 demonstrates whether civil and human rights complaints are investigated and redressed in a timely manner. HSN-2 seeks to increase access to social facilities and services for the most disadvantaged populations of a community.
- HSN-3 and HSN-3.1 focus on the construction, preservation, and maintenance of a diverse supply of affordable housing stock.
- HSN-4 looks to demonstrate that the City provides adequate services and resources to mitigate homelessness, mental health crises, and substance abuse problems.
- HSN-5 seeks to reduce the percentage of residents living below the poverty line.
- HSN-6 demonstrates presence of support programs and services for elderly people in the community.

Table 2.3 Human and Social Needs: Baseline Indicators

Accountability Measures	Baseline Indicators
EE-2: Civil and Human Rights: Respect, protect, and fulfill the civil and human rights of all members of the community.	HSN-1: Demonstrate that all police and non-police related civil and human rights complaints in the past 3 years have been investigated and that violations have been redressed in a timely manner.
EE-4: Equitable Services and Access: Establish equitable, spatial access to foundational community assets within and among different neighborhoods and populations.	HSN-2: Increase access and proximity to community facilities, services, and infrastructure for neighborhoods with the highest percentage of low-income residents, people of color, immigrants, and elderly.
BE-4: Housing Affordability: Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing options for all residents.	HSN-3: Demonstrate that 60% of census block groups earning 80% AMI and that 80% of census block groups earning AMI, spend less than 45% on housing and transportation, combined. HSN-3.1: Achieve comprehensive plan targets for creation of new, subsidized, affordable housing, demonstrating no aggregate loss of affordable housing.
EE-5: Human Services: Ensure that essential human services are readily available for the most vulnerable community members and that all residents receive supportive services when needed.	HSN-4: Demonstrate timely and effective provision of homelessness, mental health, and substance abuse services and resources.
EE-6: Poverty Prevention and Alleviation: Alleviate the impacts of poverty, prevent people from falling into poverty, and enable those who are living in poverty to obtain greater and lasting economic stability and security.	HSN-5: Reduce the percentage of residents that live below the poverty line by making progress toward reducing that percentage by 50% by 2025.
EAC-6: Aging in the Community: Encourage active aging by optimizing opportunities for health, participation, and security to enhance quality of life as people age.	HSN-6: Demonstrate the following challenges to seniors living independently are less than the national averages for: disability; unemployment; food stamp/SNAP benefits; 100% below the poverty level; monthly housing costs 30 percent or more of household income; gross rent as a percentage of household income 30 percent or more; and responsibility to care for grandchildren.

Human and Social Needs: Implementation

Implementation of a comprehensive plan to collect and track data for Human and Social Needs begins by coordinating with partners who already dedicate themselves to this work. Primary partners include Neighborhood and Community Services, the Tacoma-Pierce County Health Department, the Tacoma Housing Authority and the Office of Equity and Human Rights. The plans and programs of these agencies and departments provide logical starting places for tracking progress on all associated Human and Social Needs baseline indicators.

Table 2.4: Human and Social Needs: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Tacoma Pierce County Health Department Pierce County Tacoma Housing Authority Office of Equity and Human Rights Nonprofit Coalition Neighborhood and Community Services	Functional Plans: Human Services Strategic Plan Tacoma-Pierce County Health Department (TPCHD): Healthy Community Strategy, Community Health Improvement Plan	Community Based Services



3. Economic Vibrancy and Employment

Economic Vibrancy and Employment: Framework

The Tacoma 2025 Economic Vibrancy and Employment focus area addresses the overarching goal of Economy and Workforce. This goal intersects with Tacoma 2025 Community Priorities to increase the number and quality of jobs throughout Tacoma, diversify the City’s living wage business base, improve neighborhood business districts, and strengthen downtown Tacoma as a business core and residential option. The objectives for the Economic Vibrancy and Employment focus area link with related objectives for the Education and Learning focus area.

Table 3.1 Economic Vibrancy and Employment: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
3A: Increase the number and quality of jobs throughout Tacoma				X	X
3B: Diversify Tacoma’s living wage business base				X	X
3C: Improve neighborhood business districts	X	X		X	
3D: Strengthen downtown Tacoma as a business core and residential option	X	X	X	X	X



Port activities provide more than 43,000 jobs to the people of Pierce County. WIKIMEDIA

Economic Vibrancy and Employment: Accountability Measures

The 5 objectives of Economic Vibrancy and Employment work together to promote equitable prosperity and access to quality jobs.

- EJ-1: *Business Retention and Development* and EJ-3: *Local Economy* focus on supporting existing businesses within the community to retain workers and to drive expansion to create a self-reliant, local economy.
- EJ-4: *Quality Jobs and Living Wages* evaluates workers’ quality of life through increased household income and living wages.
- EJ-5: *Targeted Industry Development* recognizes that a robust local economy must appeal to and spur the development of new, incubator businesses; it seeks to strengthen clusters of businesses.
- EJ-6: *Workforce Readiness* recognizes the importance of a skilled workforce for fulfilling local business needs and for taking advantage of available job opportunities.

Table 3.2: Economic Vibrancy and Employment: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
3A: Increase the number and quality of jobs throughout Tacoma: Tacomans will have more economic opportunities—partners will strive to recruit, retain, and expand job opportunities throughout the community.	EJ-1: Business Retention and Development: Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoods with support from the business community.
3B: Diversify Tacoma’s living wage business base: Providing jobs at living wages is a top priority; well paying jobs help the community meet multiple goals.	EJ-3: Robust Local Economy: Create an increasingly self-reliant community through a robust local economy that strongly supports small independent businesses.
3C: Improve neighborhood business districts: A diversity of neighborhoods with vital business activity and housing options is essential to Tacoma.	EJ-4: Quality Jobs and 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.
3D: Strengthen downtown Tacoma as a business core and residential option: A successful downtown Tacoma is a driver of Tacoma’s economic health and quality of life.	EJ-5: Targeted Industry Development: Increase local competitiveness by strengthening clusters of businesses, suppliers, and associated institutions.
	EJ-6: Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs.

Economic Vibrancy and Employment: Baseline Indicators

The baseline indicators for Economic Vibrancy and Employment track the City's progress toward increasing the percentage of local business that provide living wage jobs to diverse socio-economic groups and that support the institutions that offer workforce training programs.

EVE-1 and EVE-1.1 track the percentage difference between employed and unemployed people across racial, ethnic, and gender subgroups. EVE-2 demonstrates a healthy, local economy; this relates to the percentage of small businesses in the community. EVE-3 seeks to increase the percentage of households that earn a living wage over time. EVE-4 supports an increase in new businesses from targeted industries, determined appropriate for the region. EVE-5 aims to increase the number of diverse, workforce-ready residents who have completed local educational institution or workforce training programs.

Table 3.3: Economic Vibrancy and Employment: Baseline Indicators

Accountability Measures	Baseline Indicators
EJ-1: Business Retention and Development: Foster equitable economic prosperity and stability by retaining and expanding businesses in all neighborhoods with support from the business community.	EVE-1: Increase the number of businesses where the percentage change between employment and unemployment is better than national average. EVE-1.1: Demonstrate the percentage of employed are proportional to the population in the labor force for each racial/ethnic and gender sub-group.
EJ-3: Robust Local Economy: Create an increasingly self-reliant community by fostering a robust, local economy that supports small, independent businesses.	EVE-2: Demonstrate there are at least 20 small businesses per 1,000 residents in cities, OR Demonstrate there are at least 31 small businesses per 1,000 residents for counties.
EJ-4: Quality Jobs and 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.	EVE-3: Increase the percentage of household incomes in the jurisdiction that meet or exceed the living wage standard over time.
EJ-5: Targeted Industry Development: Increase local competitiveness by strengthening clusters of businesses, suppliers, and associated institutions.	EVE-4: Increase the total number of new businesses in targeted industry sectors over time.
EJ-6: Workforce Readiness: Prepare the workforce for success gaining employment through increasing attainment of post-secondary education and through improving outcomes of workforce development programs.	EVE-5: Within each racial/ethnic and gender subgroup, increase the percentage of graduates from local educational institutions (workforce training and universities) who gain employment.

Economic Vibrancy and Employment: Implementation

Implementation of a comprehensive plan to make progress on Economic Vibrancy and Employment indicators requires the City's coordination with several commerce and business partners. This includes the Tacoma

Chamber of Commerce, the Community and Economic Development Department, the Economic Development Board, the Port of Tacoma, and the Executive Council for Greater Tacoma. It will be necessary for the City to align itself with the policies of the Community and Economic Plan and Development Strategic Framework and Action Plan. Additional programs for data collection include the Capital Facilities Program Development, Economic Development Services, Neighborhood Business District Revitalization Program, and the Tacoma Business Improvement Area.

Table 3.4: Economic Vibrancy and Employment: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Community and Economic Development Department Tacoma Public Utilities Port of Tacoma Chamber of Commerce Economic Development Board Executive Council for a Greater Tacoma Tacoma Regional Convention and Visitor's Bureau	Community and Economic Development: Strategic Framework and Action Plan	Capital Facilities Program Development Economic Development Services Neighborhood Business District Revitalization Program Tacoma Business Improvement Area



4. Education and Learning

Education and Learning: Framework

The Tacoma 2025 Education and Learning focus area addresses the overarching goals of Accessibility and Equity, and Education. These goals intersect with the 2025 Community Priorities to close the achievement gap and prepare people to succeed in Tacoma’s workforce. The objectives for Education and Learning link to related objectives for the Human and Social Needs, and Economic Vibrancy and Employment focus areas.

Table 4.1: Education and Learning: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
4A: Close the achievement gap	X				X
4B: Prepare people to succeed in Tacoma’s workforce	X			X	X

Education and Learning: Accountability Measures

The 2 objectives of the Education and Learning measures work together to close the achievement gap through attainment of high quality, local education from birth to adulthood, and through preparing people to succeed in Tacoma’s expanding workforce.

EAC-3: *Educational Opportunity and Attainment* evaluates achievement and equitable access to a quality education so that all students may realize their full potential.

EJ-6: *Workforce Readiness Accountability Measure* achieves the community priority to prepare people to succeed in Tacoma’s workforce.



View of University of Washington Tacoma stair climb. WIKIMEDIA

Table 4.2: Education and Learning: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
4A: Close the education achievement gaps: Helping all of Tacoma’s youth succeed through quality education is key to the community’s future.	EAC-3: Educational Opportunity and Attainment: Achieve equitable attainment of a quality education for individuals from birth to adulthood.
4B: Prepare people to succeed in Tacoma’s workforce: All residents should be prepared to succeed at jobs located in Tacoma and elsewhere.	See Table 3.3 Accountability Measure EJ-6: Workforce Readiness

Education and Learning: Baseline Indicators

The baseline indicators for Education and Learning focus on increasing equitable access to and attainment of quality education from birth to adulthood.

EL-1 aims to increase the percentage of diverse, low income, ESL, and special education third grade students who attain reading proficiency.

EL-2 seeks to increase high school graduation rates for all public school students.

EL-3 looks to increase the graduation rate at local higher education institutions.

Table 4.3: Education and Learning: Baseline Indicators

Accountability Measures	Baseline Indicators
EAC-3: Educational Opportunity and Attainment: Achieve equitable attainment of quality education for individuals from birth to adulthood.	EL-1: Increase, or maintain at 85% or above, the percentage of students meeting or exceeding third grade reading proficiency standards for all third grade students from each race/ethnicity/gender/low-income /ESL and special education, subgroup of students.
	EL-2: Increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools from each race/ethnicity/ gender/low-income/ESL and special education, subgroup of students.
	EL-3: Increase the percentage of graduates from local educational institutions obtaining a post secondary associates, bachelors, graduate degree, or other credential.

Education and Learning: Implementation

An Education and Learning implementation strategy requires the City to form deliberate partnerships to coordinate targeted plans and programs. Primary partners include Tacoma Public Schools, Foundation for Tacoma Schools, higher education institutions, and education stakeholders from across the city. The only plan for coordination is the Tacoma School District Strategic Plan, along with programs from the Foundation for Tacoma Students, Graduate Tacoma, and the Tacoma Public Library.

Table 4.4: Education and Learning: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Tacoma Public Schools Educational Stakeholders Foundation for Tacoma Students Higher Education Institutions Workforce Central Neighborhood and Community Services Tacoma Public Libraries	Tacoma School District's Strategic Plan	Graduate Tacoma Foundation for Tacoma Students Tacoma Public Library

tacoma public library
Start here. Go anywhere.



The Museum of Glass peeking over condominiums along the waterfront. CITY OF TACOMA

5. Arts and Cultural Vitality

Arts and Cultural Vitality: Framework

The Tacoma 2025 Arts and Cultural Vitality focus area addresses the overarching goals of Accessibility and Equity, and Civic Engagement. (Note: Civic Engagement is achieved through the Government Performance Accountability Measure, EE-1: Civic Engagement, shown in Table 7.2.) These goals intersect with the Tacoma 2025 Community Priorities to increase participation in arts and culture, embrace Tacoma’s diversity of people, places, and cultures, and to leverage and strengthen Tacoma’s arts and cultural assets. The objectives for the Arts and Cultural Vitality focus area link to related objectives for the Education and Learning focus area.



Martin Blank's Fluent Steps, Museum of Glass in downtown Tacoma. WIKIMEDIA

Table 5.1: Arts and Cultural Vitality: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
5A: Increase participation in arts and culture	X	X	X		X
5B: Embrace Tacoma’s diversity of people, places, and cultures	X	X			
5C: Leverage and strengthen Tacoma’s arts and cultural assets	X	X	X	X	X

Arts and Cultural Vitality - Accountability Measures

The 3 objectives of Arts and Cultural Vitality seek to support a culturally cohesive, diverse, and connected community.

EAC-1: *Arts and Culture* and EAC-2: *Community Cohesion* encourage positive social interactions amongst neighbors, to establish a sense of place and shared commitment to community.

EAC-5: *Social and Cultural Diversity* respect and celebrate the contributions that cultural diversity and arts bring to neighborhoods and communities.

Table 5.2: Arts and Cultural Vitality: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
5A: Increase participation in arts and culture: Tacoma’s impressive arts and cultural scene offers opportunities that can enrich everyone’s lives.	EAC-1: Arts and Culture: Provide a broad range of arts and cultural resources and activities that encourage community member participation, creative self-expression, and community revitalization.
5B: Embrace Tacoma’s diversity of people, places, and cultures: Active celebration of Tacoma’s diversity will help the community succeed economically and socially.	EAC-2: Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community.
5C: Leverage and strengthen Tacoma’s arts and cultural assets: Tacoma’s excellent collection of arts and cultural facilities and historic buildings provides an economic advantage in attracting residents and investment.	EAC-5: Social and Cultural Diversity: Celebrate, respect, and represent the diverse social and cultural backgrounds of the community.

Arts and Cultural Vitality: Baseline Indicators

The baseline indicators for Arts and Cultural Vitality track the percentage of residents with access to arts events and programs. This reveals the presence and number of local creative businesses throughout the city. This indicator also accounts for the number of residents who report a positive perception of neighborhood cohesion and shows that the City supports socially and culturally diverse community programs, representation, and leadership.

ACV-1 and ACV-1.1 demonstrate the percentage of residents who attend arts events and the share of creative businesses in the community.
ACV-2 and ACV-2.1 support the provision of community venues that provide free programming and a level of community cohesion.
ACV-3 and ACV-3.1 demonstrate that public events celebrate cultural diversity and that local government leadership and staff hiring reflect the diversity of the community members they serve.

Table 5.3: Arts and Cultural Vitality: Baseline Indicators

Accountability Measures	Baseline Indicators
EAC-1: Arts and Culture: Provide a broad range of arts and cultural resources and activities that encourage community member participation, creative self-expression, and community revitalization.	ACV-1: Demonstrate that at least 30% of adult residents in Pierce County or the City attend a live performing arts event and art museum annually. ACV-1.1: Demonstrate that creative industries represent at least a 5% share of all businesses in the jurisdiction according to locally collected data.
EAC-2: Community Cohesion: Promote socially cohesive neighborhoods where residents are connected, have a sense of place, and feel committed to their community.	ACV- 2: Demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and that offers free services and/or events. ACV-2.1: Demonstrate that an increased percentage of residents, or at least 80% of residents, reports positive levels of neighborhood cohesion through community surveys.
EAC-5: Social and Cultural Diversity: Celebrate, respect, and represent the diverse social and cultural backgrounds of the community.	ACV-3: Demonstrate that public events celebrating social and cultural diversity are held in the community. ACV-3.1: Demonstrate that local government leaders and staff reflect the gender, racial, and ethnic diversity of the community.

Arts and Cultural Vitality: Implementation

Implementation of an Arts and Cultural Vitality plan and program must begin with the forming of collaborative partnerships. Primary partners can include any members of the local arts community, nonprofit coalitions, the City’s Community and Economic Development Department and Office of Equity and Human Rights, neighborhood and community services, and public assembly facilities. The primary plan through which collaboration should occur is the Artful Tacoma Plan; this can be used in concert with Tacoma Arts Month and other programs carried out by the Tacoma Art Museum, Museum of Glass, and other organizations and groups affiliated with the arts.

Table 5.4: Arts and Cultural Vitality: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Tacoma Public Schools Tacoma Public Libraries Arts Community Metro Parks Nonprofit Coalition Community and Economic Development Department Neighborhood and Community Services Office of Equity and Human Rights Public Assembly Facilities	Artful Tacoma Plan	Arts Programs Tacoma Arts Month Tacoma Murals Project Tacoma Art Museum Museum of Glass



6. Natural and Built Environment

Natural and Built Environment: Framework

The Tacoma 2025 Natural and Built Environment focus area addresses the overarching goals of Accessibility and Equity, and Livability. These goals intersect with the Tacoma 2025 Community Priorities to increase transportation options, sustain and improve Tacoma’s natural environment, enhance the vitality of Tacoma’s neighborhoods, and improve and maintain Tacoma’s streets. The objectives for the Natural and Built Environment focus area link to related objectives for the Health and Safety, and Economic Vibrancy and Employment focus areas.

Table 6.1: Natural and Built Environment: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
6A: Increase transportation options	X		X		
6B: Sustain and improve Tacoma’s natural environment	X		X		
6C: Grow and enhance the vitality of Tacoma’s neighborhoods	X	X	X	X	X
6D: Improve and maintain Tacoma’s streets	X	X	X	X	X



A view of the waterfront and Mount Rainier from Point Defiance Park. CITY OF TACOMA

Natural and Built Environment: Accountability Measures

The 7 objectives of Natural and Built Environment address greenhouse gas emissions, clean energy and climate adaption, and promotion of parks and green infrastructure. These measures also grapple with the need to design compact and walkable communities, with multi-modal transportation choices.

CE-1: *Climate Adaptation* and CE-2: *Greenhouse Gas Mitigation* are critical for achieving reductions in harmful climate impacts and for promoting resource savings through decreased energy, water, and materials use.
CE-3: *Greening the Energy Supply* complements the other objectives of the Natural and Built Environment Accountability Measure by addressing alternative energy sources for transportation and electricity.
NS-1: *Green Infrastructure* aims to integrate natural design with the built environment and emphasizes benefits that come with using natural methods for stormwater management and filtration of pollutants from impervious surfaces.
BE-3: *Compact and Complete Communities* promotes pedestrian-scaled, mixed-use, and transit-oriented development in high-density areas.
BE-6: *Public Parkland* promotes accessibility to abundant, well-designed parks and greenways.
BE-7: *Transportation Choices* provides the direct measure of transportation alternatives, affordability, safety, and vehicle miles traveled.

Table 6.2: Natural and Built Environment: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
6A: Increase transportation options: Tacomans need to be mobile, with transportation choices including transit, bicycling, and walking.	CE-1: Climate Adaptation: Strengthen the resilience of communities to climate change impacts on built, natural, economic, health, and social systems.
6B: Sustain and improve Tacoma’s natural environment: Tacoma residents treasure their outstanding parks and stunning natural setting; these must be sustained.	CE-2: Greenhouse Gas Mitigation: Achieve greenhouse gas emissions reductions throughout the community.
6C: Grow and enhance the vitality of Tacoma’s neighborhoods: Transit-oriented and infill development, as well as reuse of historic buildings and districts, provides housing, economic, and environmental benefits.	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.
6D: Improve and maintain Tacoma’s streets: Tacoma’s residents are concerned about the condition of their streets; maintenance is a top priority.	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.
	BE-6: Public Parkland: Create a system of well-used and enjoyable public parkland that feature equitable, convenient access for residents throughout the community.
	BE-3: Compact and 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.
	BE-7: Transportation Choices: Promote diverse transportation modes, including walking, biking, and public transit, that are safe, low-cost, and reduce vehicle miles traveled.

Natural and Built Environment: Baseline Indicators

The baseline indicators for Natural and Built Environment track the benefits of plans implemented to support climate resiliency and clean energy, in addition to green infrastructure and public parks, compact communities, and multi-modal transportation.

NBE-1 demonstrates increased climate adaption measures of resiliency.
NBE-2 looks to reduce greenhouse gas emissions.
NBE-3 and NBE-3.1 focus on electric vehicle infrastructure and on the supply of clean and renewable energy.
NBE-4 and NBE-4.1 account for the percentage of green stormwater infrastructure and local canopy cover.
NBE-5 and NBE-5.1 support the provision of compact and walkable communities based on established EPA smart growth principles.
NBE-7 targets sustainability through use of multi-model transportation options meant to dissuade people from reliance on single occupancy vehicles.



Tacoma Link light rail heads northbound on Commerce Street. The Tacoma Convention Center can be seen to the right. CITY OF TACOMA

Table 6.3: Natural and Built Environment: Baseline Indicators

Accountability Measures	Baseline Indicators
CE-1: Climate Adaptation: Strengthen the resilience of communities to impacts of climate change on built, natural, economic, health, and social systems.	NBE-1: Demonstrate a measurable reduction in climate vulnerability and/or increase in resiliency to 3 community-wide risks and 1 at-risk population group.
CE-2: Greenhouse Gas Mitigation: Achieve greenhouse gas emissions reductions broadly throughout the community.	NBE-2: Demonstrate incremental progress towards achieving a 28% reduction in overall greenhouse gas emissions by 2025 and/or an 80% reduction by 2050.
CE-3: Greening the Energy Supply: Transition the local energy supply for both transportation and non-mobile sources toward the use of renewable and clean alternatives.	NBE-3: Demonstrate that the number of private and public electric vehicle stations meets or exceeds 1.07 per 10,000 residents. NBE-3.1: Demonstrate that the community's electric utility follows Renewable Power Supply requirements and document the portion from renewable energy sources.
NS-1: Green Infrastructure: Design and maintain a network of green infrastructure features that integrate with the natural environment to conserve ecosystem functions and provide associated benefits to human populations.	NBE-4: Demonstrate that 35% of the City's land area has designated green stormwater infrastructure providing bioretention and infiltration services. NBE-4.1: Demonstrate that 85% of the population lives within a 1/3-mile distance from green infrastructure features that provide localized cooling through tree canopy cover and/or vegetative surfaces.
BE-6: Public Parkland: Create a system of well-used and enjoyable public parklands that is conveniently laid out and accessible for all residents of the community.	NBE-5: Provide ample parkland and greenways based on population density as follows: <ul style="list-style-type: none">• High: 6.8 acres per 1,000 residents• Intermediate-High: 7.3 acres per 1,000 residents• Intermediate-Low: 13.5 acres per 1,000 residents• Low: 20.3 acres per 1,000 residents NBE-5.1: Demonstrate that housing units are located within a 1/2-mile walking distance of public parkland based on population density as follows: <ul style="list-style-type: none">• High or intermediate-high: 85% or more• Intermediate-low or low: 70% or more
BE-3: Compact and Complete Communities: Concentrate development in compact, human-scaled, walkable centers and neighborhoods that connect to public transit and offer diverse uses and services, including housing options for families of all income levels.	NBE-6: Demonstrate that each Compact and Complete Community achieves positive thresholds based upon smart growth principles or that each achieves a minimum score of 70 using the EPA's Smart Location Calculator.
BE-7: Transportation Choices: Reduce vehicle miles traveled by promoting safe, low-cost, multimodal transportation options, including walking, biking, and public transit.	NBE-7: Achieve the following mode split thresholds for journey-to-work trips: <ul style="list-style-type: none">• Drive alone maximum: 60%• Bike + walk + transit minimum: 25%• Bike + walk minimum: 5% NBE-7.1: Show that the average cost to drive is 15% or less than the region's typical household income NBE-7.2: Demonstrate that pedestrian, bicyclist, and vehicular fatalities are making incremental progress towards zero fatalities by 2040.

Natural and Built Environment: Implementation

An implementation strategy to coordinate plans and programs for the Natural and Built Environment focus area requires multiple partnerships across several City departments. Primary partners include Planning and Development Services, Tacoma Housing Authority, Pierce Transit, Office of Environmental Policy and Sustainability, Metro Parks Tacoma, Public Works and Citizen Committee, and several boards and commissions. There are multiple plans to include: One Tacoma Comprehensive Plan, Tacoma’s Climate Action Plan, Pierce Transit’s Destination 2040, Tacoma Housing Authority Plan, Environmental Action Plan, Metro Park’s Green Vision 2030, and Tacoma Water from Public Access. Programs to consider are the Streets Design Guidelines: Mixed Use Centers, Environmental and Sustainability Management System, Greenhouse Gas Emissions Monitoring, and Tacoma Waterfront Guidelines.

Table 6.4: Natural and Built Environment: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
Metro Parks Pierce Transit Tacoma Housing Authority Citizen Committees Boards and Commissions Community and Economic Development Department Office of Environmental Policy and Sustainability Environmental Services Planning and Development Services Public Works	One Tacoma: Comprehensive Plan Tacoma's Climate Action Plan Final Report 2008-12 Metro Parks’ Green Vision 2030 Pierce Transit’s Destination 2040 Tacoma Housing Authority Plan Current Committees, Boards and Commissions Economic Development Strategic Framework Environmental Action Plan Urban Forest Manual Tacoma Waterfront Public Access Alternatives Plan	Landscape Management Complete Streets Design Guidelines: Mixed-use Centers Economic Development Services Environmental and Sustainability Management System Greenhouse Gas Emissions Monitoring Tacoma Waterfront Design Guidelines



7. Government Performance

Government Performance: Framework

The Tacoma 2025 Government Performance focus area addresses the overarching goal of Civic Engagement. This intersects with the Tacoma 2025 Community Priorities to ensure accountability and efficient and transparent city services. It also relates to the priorities to engage residents, stakeholders, and partners in the future of Tacoma and to strengthen the City's fiscal sustainability. The objectives for Government Performance form the cornerstone of the Tacoma 2025 Strategic Plan. This focus area connects all of the other focus areas and links to all other goals and objectives.



Tacoma Municipal Building. WIKIMEDIA

Table 7.1: Government Performance: Framework

Tacoma 2025 Community Priorities	Accessibility and Equity	Civic Engagement	Livability	Economy and Workforce	Education
7A: Ensure accountable, efficient and transparent city services	X	X			
7B: Engage residents, stakeholders, and partners in the future of Tacoma	X	X			
7C: Strengthen the city's fiscal sustainability		X		X	

Government Performance: Accountability Measures

The four objectives of the Government Performance measures recognize that good governance is essential for the City to provide effective services. Best practices and innovation are necessary for achieving good governance.

IP-1: *Best Practices and Processes* recognize important local government practices and processes that underpin the implementation of sustainability measures and that accelerate community-scale achievement across goal areas.

IP-4: *Good Governance* recognizes the achievement of the local municipality through good practices in governance that elevate the success rates across multiple goals and objectives of Tacoma 2025.

EE-1: *Civic Engagement* measures equity through voting, participation on local boards and committees, and the community's expressed sense of empowerment.

IP-3: *Local Innovation* encourages creative, effective approaches to enhancing a community's environmental, social, and economic sustainability that may not be reflected in other evaluation measures.

Table 7.2: Government Performance: Accountability Measures

Community Priorities (From Tacoma 2025)	Accountability Measures (From STAR 2.0)
7A: Ensure accountable, efficient, and transparent city services: Tacoma’s City Council and staff are committed to providing the city’s residents with outstanding service.	IP-1: Best Practices and Processes: Recognize important local government practices and processes that underpin the implementation of sustainability measures and accelerate community-scale achievement across STAR Goal Areas.
7B: Engage residents, stakeholders, and partners in the future of Tacoma: Creating a better Tacoma requires engaged residents and strong partnerships.	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.
7C: Strengthen the City’s fiscal sustainability: Tacoma’s ongoing stability requires increasing the tax base, managing costs, and monitoring tax burdens closely.	EE-1: Civic Engagement: Facilitate inclusive civic engagement through the empowerment of all community members to participate in local decision making.
	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.

Government Performance: Baseline Indicators

The baseline indicators for Government Performance represent the overall coordination of municipal efforts to implement best practices and processes, adopt sustainable codes and ordinances, demonstrate public engagement and open data practices, and improve citizen participation in decision-making. They correspond to each of the seven focus areas of Tacoma 2025.

GP-1 provides for official recognition of the City’s plan by the American Planning Association.

GP-2 encourages involving traditionally underrepresented groups in transparent decision making.

GP-3 supports the adoption and enforcement of innovative, sustainable practices.

GP-4 focuses on services to educate residents and local schools about best practices for sustainability. GP-5 demonstrates that publicly available information follows national Open Data Policy Guidelines of transparency.

GP-6 focuses on coordinating sustainability initiatives across City departments.

GP-7 promotes improving voter turnout for local elections.

GP-8 seeks to improve the percentage of residents who feel they have agency and the capacity to impact their community.

Broadly speaking, the Government Performance focus area provides additional opportunities to implement innovative programs that may not be covered by any of the other focus areas of Tacoma 2025.

Table 7.3: Government Performance: Baseline Indicators

Accountability Measures	Baseline Indicators
IP-1: Best Practices and Processes: Recognize important local government practices and processes that underpin the implementation of sustainability measures and that accelerate community-scale achievement across STAR goal areas.	GP-1: Achieve official Sustaining Places Designation for the community’s comprehensive plan from the American Planning Association (APA).
	GP-2: Demonstrate that public engagement techniques intentionally and directly engage all residents, including traditionally underrepresented groups, through inclusive context-sensitive, and transparent decision-making processes.
	GP-3: Adopt innovative sets of codes or ordinances that comprehensively advance sustainable practices and demonstrate how those codes or ordinances are being legally enforced in the community.
	GP-4: Implement programs and services to educate schools and residents about best practices for sustainability.
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.	GP-5: Demonstrate that data made available to the public meet the Open Data Policy Guidelines, as described by the Sunlight Foundation.
	GP-6: Demonstrate that the City has designated and funded at least 1.0 full time employee directly responsible for coordinating sustainability issues across departments.
EE-1: Civic Engagement: Facilitate inclusive civic engagement through the empowering all community members to participate in local decision-making.	GP-7: Demonstrate at least a 65% voter turnout rate in local elections during presidential election years or at least a 50% turnout rate during non-presidential election years.
	GP-8: Increase over time the percentage of residents who believe they are able to have a positive impact on their community based on local surveys.
IP-3: Local Innovation: Encourage and reward creative, effective approaches to enhancing a community’s environmental, social, and economic sustainability not reflected in existing STAR objectives or evaluation measures.	1: Health and Safety (Local Innovation Indicator)
	2: Human and Social Needs (Local Innovation Indicator)
IP-3: Local Innovation provides a mechanism to recognize communities that approach sustainability in creative, effective ways. Evaluation measures that have a history of success within a community that are not present within the STAR rating system may be submitted for additional credit under IP-3: Local Innovation.	3: Economic Vibrancy and Employment (Local Innovation Indicator)
Applicants can submit a combination of up to 6 examples of local innovation for credit; for a maximum of 20 total points.	4: Education and Learning (Local Innovation Indicator)
• Education and outreach = 2 points	5: Arts and Cultural Vitality (Local Innovation Indicator)
• Plan development = 2 points	6: Natural and Built Environment (Local Innovation Indicator)
• Policy and code adjustment = 3 points	7: Government Performance (Local Innovation Indicator)
• Partnerships and collaborations = 1 point	
• Practice improvements = 1 point	
• Inventory, assessment, or survey = 1 point	
• Enforcement and incentives = 4 points	
• Programs and services = 4 points	
• Facility and infrastructure improvements = 6 points	

Government Performance: Implementation

Implementation of Government Performance across the City of Tacoma’s plans and programs is unquestionably the most important for coordinating partnerships amongst the many departments and agencies of Tacoma. The primary partners for implementation are the elected officials and staff at the City responsible for managing the Tacoma 2025 Strategic Plan. This includes the City Council and all boards, committees, and commissions tasked with overseeing Tacoma 2025. Other primary plans of interest are the One Tacoma Comprehensive Plan and the Annual Action Plan, both of which link closely to Tacoma 2025. The Annual Action Plan is headed by the City Council and sets annual priorities for achieving the goals of Tacoma 2025.

Table 7.4: Government Performance: Partnerships, Plans, and Programs

Partnerships	Plans	Programs
The City of Tacoma City Council Boards and Commissions Residents	2018-2019 Annual Action Plan Tacoma 2025 Plan One Tacoma: Comprehensive Plan	Current Committees, Boards and Commissions

FINAL RECOMMENDATIONS
Data Collection

Since Tacoma is already collecting data from multiple agencies and departments, there should be an official data collection methodology already established. Students recommend that the City consolidate reporting and data collection from all partner organizations and agencies within one department of the City and the City’s Open Data team. To support data collection, each indicator table from Appendix B: Indicators for the 2025 Plan, provides a field for entering the name of the department responsible for collecting the data and how frequently that data is collected. Additionally, a Tacoma 2025 Dashboard could be developed for the City of Tacoma’s Open Data Portal. This could offer greater transparency and public accountability on progress toward attaining all of the Tacoma 2025 goals, while also aiding the City in achieving the long term objectives of the One Tacoma Comprehensive Plan.

The Sunlight Foundation - a national, nonpartisan, nonprofit organization that advocates for open government – has developed ‘Open Data Policy Guidelines.’ These serve as a model for transparent, accountable, and participatory governance. Students recommend that the City compare this with the International Standards Organization’s data collection best practices, ISO 37106:2018: Sustainable Cities and Communities: Guidance on Establishing Smart City Operating Models for Sustainable Communities. A smart and sustainable methodology for managing the complexity of government processes and for storing the large volume of data from multiple agencies and departments will help the City of Tacoma attain the goals of the Tacoma 2025 Strategic Plan.



People gather at the Theatre on the Square in downtown Tacoma to celebrate Tacoma Pride. CITY OF TACOMA

OVERVIEW

To develop a comprehensive system of baseline indicators for the City of Tacoma to track its progress toward attaining the goals of the Tacoma 2025 Strategic Plan, the students involved in this project drew from current best practices in sustainability benchmarking. This involved qualitative research on regional policy frameworks as well as a comparative analysis of national and international sustainable metrics systems. The project occurred during two academic quarters: a group of students in the Fall Quarter of 2017 developed a preliminary paper to define the scope of work; in the Spring Quarter of 2018, an independent study student concluded this project, consolidating all research and delivering this final report. Combining the knowledge and understandings of these two studies, the students have created a set of baseline indicators for the City of Tacoma. This report articulates their findings and recommendations. Below is a summary of the entire process.



Downtown Tacoma, looking east. CITY OF TACOMA

PROJECT SCOPE AND FINAL DELIVERABLE

The students involved in this project considered the largest systems of interest and integrated their understandings of regional policy frameworks into the specific systems of baseline indicators for each of the seven focus areas of the Tacoma 2025 Strategic Plan. Students began at the broadest level, with the Washington Growth Management Act (GMA), a policy that mandates reducing sprawl across the State and protecting natural resources by focusing development in urban areas. The GMA informs the Puget Sound Regional Council's Vision 2040, which is a multi-county planning policy that aligns the GMA framework with comprehensive plans that occur at the city and county levels. The One Tacoma Comprehensive Plan aligns the GMA and Vision 2040 with the goals and focus areas of the Tacoma 2025 Strategic Plan. Tacoma 2025 presents five goals: Equity and Accessibility, Livability, Education, Economy and Workforce, and Civic Engagement. These five goals link to seven focus areas of Tacoma 2025: Health and Safety, Human and Social Needs, Economic Vibrancy and Employment, Education and Learning, Arts and Cultural Vitality, Natural and Built Environment, and Government Performance.

The accountability measures, baseline indicators, and implementation actions of this report synthesize the City's existing accountability measures and the analogous STAR Communities Version 2.0: Actions and Outcomes. Students determined STAR 2.0 to be the most appropriate system for the City to utilize to track its progress toward attaining the goals of Tacoma 2025; this is because STAR meets the criteria of comprehensive, functional, comparable, and effective. The full set of accountability measures and baseline indicators provide the City with a methodology to track its progress toward attaining sustainability goals. Finally, each of the seven focus areas ends with an implementation table that outlines additional steps to align Tacoma 2025 with existing plans and programs from other departments and agencies with which the City partners. This system for benchmarking and tracking progress represents the culmination of all student research for this project and is considered the final deliverable for the City of Tacoma.

The full set of accountability measures and baseline indicators provide the City with a methodology to track its progress toward attaining sustainability goals.

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Appendix A: Sustainability Metrics

Table 0.1 Comparison of Sustainability Frameworks

Framework	Organization	Information
BREEAM Communities	Building Research Establishment Environmental Assessment Methodology (BREEAM)	http://www.breeam.com/communitiesmanual/
CASBEE		http://www.ibec.or.jp/CASBEE/english/certificationE.htm
City Blueprint	Waternet Amsterdam; KWR Water Cycle Research Institute	http://www.watershare.eu/tool/cityblueprint/start/
Climate+ Development Program	Clinton Foundation; US Green Building Council	http://c40-production-images.s3.amazonaws.com/other_uploads/images/1_Climate_Positive_Framework_v1.1_Aug_2013.original.pdf?1390706960
EcoDistrict Protocol	EcoDistricts	https://ecodistricts.org/
Eco2 Cities Initiative	World Bank	http://siteresources.worldbank.org/INTURBANDEVELOPMENT/
European Green Capital Award	European Commission	Resources/336387-1270074782769/Eco2CitiesBookWeb.pdf
European Green City Index	Economist Intelligence Unit; Siemens	http://ec.europa.eu/environment/europeangreencapital/wp-content/uploads/2013/02/MDR0763Rp00026_Good-Practice-Report-2015_F01_light.pdf
Eurostat Sustainable Development Indicators	Eurostat	http://www.siemens.com/press/pool/de/events/corporate/2009-12-Cop15/European_Green_City_Index.pdf
Global City Indicators Programme	Global City Indicators Facility	http://ec.europa.eu/eurostat/web/sdi/indicators
Green Cities Programme	OECD (Organization for Economic Co-Operation and Development)	http://www.cityindicators.org/Deliverables/GCIF%20-%20Web%20User%20Guide%2020130405_5-28-2013-1054298.pdf

Table 0.2 Comparison of Sustainability Frameworks (cont.)

Framework	Organization	Information
Green Star	Green Building Council of Australia	http://www.oecd.org/regional/greengrowth-in-cities.htm
Indicators for Sustainability	Sustainable Cities International	http://www.gbca.org.au/green-star/
ISO 37120	International Organization for Standardization	http://sustainablecities.net/indicators-for-sustainability/
Living Community Challenge	International Living Future Institute	https://www.iso.org/obp/ui/#iso:iso:37120:ed-2:v1:en
LEED for Cities	Leadership in Energy and Environmental Design (LEED)	https://living-future.org/lcc/basics/
Reference Framework for Sustainable Cities (RFSC)	RFSC	http://www.rfsc.eu/
STAR Community Rating System	Sustainability Tools for Assessing and Rating Communities (STAR)	http://www.starcommunities.org/ratingsystem/
SynCity	Imperial College London	https://workspace.imperial.ac.uk/urbanenergysystems/public/urs_keirstead2009.pdf
Cities Statistics (Urban Audit)	Eurostat	http://epp.eurostat.ec.europa.eu/cache/ITY_OFFPUB/KS-RA-07-016/EN/KSRA-07-016-EN.PDF
Urban Ecosystem Europe	International Council for Local Environmental Initiatives (ICLEI); Ambiente Italia	http://www.silesia.org.pl/upload/berrini.pdf
Urban Metabolism Framework	European Environmental Agency	http://ideas.climatecon.tuberlin.de/documents/wpaper/CLIMATECON-2011-01.pdf
Urban Sustainability Indicators	European Foundation for the Improvement of Living and Working Conditions	http://www.eurofound.europa.eu/publications/htmlfiles/ef9807.htm
Urban Indicators Guidelines	UN Human Settlements Programme	https://unhabitat.org/urban-indicators-guidelines-monitoring-the-habitat-agenda-and-the-millennium-development-goals/

Appendix B: Indicators for the 2025 Plan

1: HEALTH AND SAFETY

Table 1.1 - Health and Safety: Active Living Indicator

HS-1: Active Living			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Demonstrate 20% or less of adults aged 20+ report no leisure time physical activity within the past month	Local Data	
Outcome 2:	Increase the percentage of high school students that are physically active for 60 minutes per day on 5 or more days	Local Data	
Action 1:	Include a chapter, section, or plan element focused on active living or active transportation in the comprehensive plan or transportation plan	Plan Development	
Action 5:	Create or designate a committee or board to advise the local government on issues related to active living in the community	Partnerships And Collaboration	
Action 10:	Provide at least 3 types of active recreation facilities that are available for community use, by population size	Facility and Infrastructure Improvement	

For more potential indicators See STAR 2.0 HS-1 Active Living

Table 1.2 - Health and Safety: Community Health Indicators

HS-2: Community Health			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Demonstrate that the county is a Top US Performer in regards to Length of Life and Quality of Life indicators	Local Data	
Action 1:	Conduct a comprehensive community health assessment, which includes data collection and analysis of public health conditions, trends, and problems affecting the community	Inventory, Assessment, or Survey	
Action 2:	Develop a community health improvement plan to strengthen the delivery of health services and improve community health	Plan Development	
Action 3:	Adopt a health in all policies statement or policy commitment for local decision-making	Policy and Code Adjustment	
Action 7:	Engage the public, local businesses, and nonprofit entities in assessing, developing, and implementing strategies focused on improving health behaviors related to smoking and obesity	Partnerships and Collaboration	

For more potential indicators See STAR 2.0 HS-2 Community Health

Table 1.3 - Health and Safety: Emergency Management and Response Indicators

HS-3: Emergency Management and Response			
Indicator	Description	Type	Dept./Freq.
Outcome 3:	Demonstrate that the emergency management community is prepared to manage emergency incidents involving all threats and hazards or that the local government has received accreditation by the Emergency Management Accreditation Program (EMAP)	Local Data	Community Emergency Management
Action 3:	Participate in cross-department/agency interstate, statewide, regional, or inter-jurisdictional mutual aid response systems	Partnerships And Collaboration	Annual Performance Review
Action 5:	Adopt a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance	Plan Development	
Action 6:	Integrate departmental and jurisdictional interoperability into public safety communications systems	Practice Improvement	Through NORCOM
Action 7:	Perform an annual review or assessment of plans, procedures, resources, and trainings based on emergency response incidents and demands	Practice Improvement	

For more potential indicators See STAR 2.0 HS-2 Community Health

Table 1.4 - Health and Safety: Food Access and Nutrition Indicators

HS-4: Food Access and Nutrition			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Demonstrate an increase over the past 3 years in the percentage of people who are food secure	Local Data	
Outcome 2:	Demonstrate an increase over the past 3 years in the percentage of residents within a walkable 1/4-mile of a healthful retail food outlet or a decrease over the past 3 years in the percentage of residents living in an urban or rural food desert	Mapping	
Action 1:	Conduct an assessment of the local food system, including existing policies and programs that address the six steps of the food cycle: grow or produce, sell, process, distribute, consume, and compost.	Inventory, Assessment, or Survey	Performance
Action 6:	Establish a local or regional food policy council that includes health professionals, community organizations, schools, farmers, and/or related businesses	Partnerships and Collaboration	
Action 7:	Support the development of healthy eating campaigns for residents to learn about nutrition, food safety, and food assistance programs	Education and Outreach	

For more potential indicators See STAR 2.0 HS-4: Food Access and Nutrition

Table 1.5 - Health and Safety: Health Systems Indicators

HS-5: Health Systems			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Demonstrate that the county is a Top U.S. Performer in regards to quality of clinical care, including access to health care	Local Data	
Action 1:	Conduct a local Public Health System Assessment to identify the components, competencies, and capacities of essential service providers	Inventory, Assessment, or Survey	
Action 3:	Establish a governance model between the health department, local healthcare providers, and community health organizations that supports local and regional collaboration for improving community health	Partnerships And Collaboration	Performance
Action 5:	Provide medical, dental, and/or mental health services to the community through income-based clinics or community health workers	Programs and Services	
Action 8:	Use a performance management system to monitor and improve health services and programs that promote positive health outcomes and expand access to health care	Programs and Services	

For more potential indicators See STAR 2.0 HS-5: Health Systems

Table 1.6 - Health and Safety: Hazard Mitigation Indicators

HS-6: Hazard Mitigation			
Indicator	Description	Type	Dept./Freq.
Outcome 2:	Demonstrate a measurable reduction in vulnerability and/or increase in resiliency to communitywide hazard threats over time	Local Data	
Action 1:	Perform all-hazard vulnerability assessment including key local hazards, impacts on vulnerable populations and critical infrastructure, opportunities for mitigation, and a business impact analysis	Inventory, Assessment, or Survey	
Action 2:	Develop a post-disaster plan that addresses long-range redevelopment issues such as land use, economic development, housing, infrastructure, public services, and environmental restoration	Plan Development	Performance
Action 3:	Adopt land use regulations that limit development in areas of high hazard vulnerability	Policy and Code Adjustment	
Action 5:	Increase community awareness of natural or man-made hazards through education and outreach materials	Education and Outreach	

For more potential indicators See STAR 2.0 HS-6 Hazard Mitigation

Table 1.7 - Health and Safety: Safe Communities Indicators

HS-5: Health Systems			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Demonstrate that the average crime rate for the past 3 years is below the following thresholds: <ul style="list-style-type: none">• 5.5 homicides per 100,000 residents• 462.7 aggravated assaults per 100,000 residents• 70 incidents of rape or attempted rape per 100,000 residents• 2,596.1 incidents of property crime per 100,000 residents	Local Data	
Action 1:	Conduct a survey of community perceptions of safety recognizing that some crimes are not reported and to illuminate safety issues that need to be addressed	Inventory, Assessment, or Survey	Annual Performance Survey Data
Action 2:	Adopt a safe communities strategic plan with a comprehensive, balanced approach that includes violence prevention, intervention, suppression and enforcement, community policing, and reentry strategies	Plan Development	Police Department strategic plan
Action 4:	Develop partnerships with local agencies, nonprofit organizations, schools, and residents to implement public safety strategies, enforcement programs, and trust-building initiatives	Partnerships And Collaboration	Citizen Advisory Councils

For more potential indicators See STAR 2.0 HS-7 Safe Communities

2: HUMAN AND SOCIAL NEEDS

Table 2.1 - Human and Social Needs: Civil and Human Rights Indicators

EE-2: Civil and Human Rights:			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Resolution of Complaints: Demonstrate that all police-related civil and human rights complaints in the past 3 years have been investigated and violations redressed in a timely manner AND Demonstrate that all non-police-related civil and human rights complaints in the past 3 years have been investigated and violations redressed in a timely manner	Local Data	
Action 1:	Collect, analyze, and publish data on racial or ethnic disparities in judicial and law enforcement activities to proactively promote the respect of all community members' civil and human rights	Inventory, Assessment, or Survey	
Action 2:	Adopt policies or amend the jurisdiction's charter to specifically protect the civil and human rights of all	Policy and Code Adjustment	
Action 3:	Establish an office within the jurisdiction with the authority and capacity to investigate civil and human rights complaints	Practice Improvement	
Action 8:	Operationalize the local government's civil and human rights policies in programs, services, and operations	Programs and Services	

Table 2.2 - Human and Social Needs: Equitable Services and Access Indicators

EE-4: Equitable Services and Access			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Equitable Access and Proximity: Demonstrate increased access and proximity to community facilities, services, and infrastructure in neighborhoods with the highest percentage of low-income residents and people of color	Local Data	
Action 1:	Conduct a comprehensive equity assessment for the community	Inventory, Assessment, or Survey	
Action 2:	Adopt an equity plan that evaluates current conditions in the community and establishes targets to improve equitable access and proximity	Plan Development	
Action 3:	Adopt an equity or social justice policy that establishes a clear commitment to equity in local government decision-making, activities, and investments	Policy and Code Adjustment	
Action 5:	Establish partnerships that engage key community groups and stakeholders in activities to advance equitable access and proximity to facilities, services, and infrastructure	Partnerships and Collaboration	
Action 7:	Maintain an office or interdepartmental working committee to ensure access, equity, and inclusion in programs and service delivery	Practice Improvement	

Table 2.3 - Human and Social Needs: Housing Affordability Indicators

BE-4: Housing Affordability			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Housing and Transportation Costs: Demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined AND Demonstrate that there are at least 60% of Census block groups where a household earning 80% AMI would spend less than 45% on housing and transportation combined	Local Data	Performance
Outcome 2:	Housing and Transportation Costs: Demonstrate that there are at least 80% of Census block groups where a household earning the Area Median Income (AMI) would spend less than 45% on housing and transportation combined AND Demonstrate that there are at least 60% of Census block groups where a household earning 80% AMI would spend less than 45% on housing and transportation combined	Local Data	
Outcome 3:	Affordable Rental Housing Preservation: Option A: Demonstrate no loss of subsidized affordable housing units due to expiring subsidies in the past 3 years OR Option B: Demonstrate that any loss of subsidized affordable housing units is being replaced with new affordable housing production	Local Data	
Action 4:	Require, incentivize, or subsidize creation of subsidized affordable housing, including deeply subsidized or deeply affordable rental housing, in transit-served areas and areas identified for compact, mixed-use development	Policy and Code Adjustment	
Action 7:	Implement programs to preserve and maintain existing subsidized and unsubsidized affordable rental housing in transit-served areas, compact and mixed-use areas, and areas with rapidly-rising housing costs	Programs and Services	
Action 3:	When new public transit or other major infrastructure investments are planned, analyze the likelihood and extent to which housing costs are anticipated to increase in adjacent low- and moderate-income neighborhoods so that appropriate strategies can be developed to preserve and create long-term affordable housing	Inventory, assessment, or Survey	

Table 2.4 - Human and Social Needs: Human Services Indicators

EE-5: Human Services			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Homelessness Services: Demonstrate the homeless population within the community receives timely housing services or resources	Local Data	
Outcome 2:	Option A: Demonstrate the timely provision of mental health and substance abuse treatment programs and services OR Option B: Demonstrate improvements in the timely provision of mental health and substance abuse treatment programs and services	Local Data	
Action 2:	Adopt a human services plan designed to guarantee that basic human needs are met in the community	Plan Development	
Action 4:	Establish and support programming and events that inform residents of available human services and connect vulnerable community members to available programs or services	Education and Outreach	
Action 6:	Monitor and evaluate the quality, comprehensiveness, and effectiveness of provided human services	Practice Improvements	
Action 8:	Support the provision of high quality human services in coordination with non-governmental service providers	Programs and Services	

Table 2.5 - Human and Social Needs: Poverty Prevention and Alleviation Indicators

EE-6: Poverty Prevention and Alleviation			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Poverty Reduction: Demonstrate progress towards reducing the percentage of residents living below the poverty line by 50% by 2030	Local Data	
Outcome 2:	Equitable Poverty Reduction: Demonstrate a decrease over time in the percentage of residents living below the poverty line	Local Data	
Action 1:	Adopt a communitywide plan to reduce poverty	Plan Development	
Action 2:	Create a team of local government staff to work collaboratively and coordinate with nongovernmental organizations to provide high-quality services and reduce poverty	Partnerships and Collaboration	
Action 3:	Develop public education campaigns to inform residents about how to enroll in available service programs to help meet basic needs	Education and Outreach	
Action 6:	Connect low-income community members with workforce development programs to strengthen hard and soft work skills	Programs and Services	

Table 2.6 - Health and Safety: Aging in the Community Indicators

EAC-6: Aging in the Community			
Indicator	Description	Type	Dept./Freq.
Outcome 2:	Senior Satisfaction Survey: Demonstrate that 70% or more of surveyed seniors view the community as meeting their needs	Survey Data	
Outcome 3:	Overcoming Challenges to Aging: Demonstrate the following challenges to seniors living independently are less than the national values for: Disability; Unemployment; Food Stamp/SNAP benefits; 100% below the Poverty Level; Monthly housing costs 30 percent or more of household income; Gross rent as a percentage of household income 30 percent or more and Responsibility for grandchildren;	Local Data	
Action 2:	Adopt an action-based plan to identify priority service needs and resources to address the current and future needs of older residents	Plan Development	
Action 4:	Adopt design standards, zoning or transportation policy overlays that account for a senior’s perspective	Policy and Code Adjustment	

For more potential indicators See STAR 2.0 HS-7 Safe Communities

3: ECONOMIC VIBRANCY AND EMPLOYMENT

Table 3.1 - Economic Vibrancy and Employment: Business Retention and Development Indicators

EJ-1: Business Retention and Development			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Businesses: Demonstrate an increased number of business establishments in the jurisdiction over time	Local Data	
Outcome 2:	Employment: Part 1: Demonstrate the percentage change between the jurisdiction’s employment rate and the national rate is 10% or better AND Part 2: Demonstrate the percentage change between the jurisdiction’s unemployment rate and the national rate is 10% or better	Local Data	
Outcome 3:	Equitable Employment: Part 1: Demonstrate the percentages of employed are proportional to the population in the labor force for each racial/ethnic group AND Part 2: Demonstrate unemployment rates are proportional to the population in the civilian labor force for each racial/ethnic group	Local Data	
Action 2:	Appoint an advisory body to provide recommendations and represent the business community in local decision-making	Partnerships and Collaboration	
Action 4:	Utilize tax incentives to retain or expand businesses OR Support business development activities in special investment zones	Enforcement and Incentives	
Action 8:	Provide focused support, resources, and services to young entrepreneurial companies through business incubators	Programs and Services	

Table 3.2 - Economic Vibrancy and Employment: Local Economy Indicators

EJ-3: Local Economy			
Indicator	Description	Type	Dept./Freq.
Outcome 3:	Small Businesses: Option A: Demonstrate there are at least 20 small businesses per 1,000 residents for cities OR Option B: Demonstrate there are at least 31 small businesses per 1,000 residents for counties	Local Data	
Action 1:	Conduct an assessment of local economic conditions, including economic leakage and targeted sectors for future investment	Inventory, Assessment, or Survey	
Action 2:	Adopt an economic localization plan to increase local production for local consumption and export	Plan Development	
Action 3:	Promote purchasing preferences for locally produced goods and services in the local government and anchor institutions	Policy and Code Adjustment	
Action 5:	Provide incentives to small businesses in the form of direct financial assistance or tax incentives	Enforcement and Incentives	
Action 7:	Provide support services to targeted sectors to strengthen local value chain infrastructure and develop market channels	Programs and Services	

Table 3.3 - Economic Vibrancy and Employment: Quality Jobs and Living Wages Indicators

EJ-4: Quality Jobs and Living Wages			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Median Household Income: Increase real median household income over time	Local Data	
Outcome 2:	Living Wages: Option A: Demonstrate that 80% of household incomes in the jurisdiction meet or exceed the living wage standard OR Option B: Demonstrate an increase in the percentage of household incomes in the jurisdiction that meet or exceed the living wage standard over time	Local Data	
Action 1:	Enact a living wage policy that covers local government employees, contractors, and entities receiving financial incentives or assistance from the local government	Policy and Code Adjustment	
Action 4:	Support living wage campaigns in the community	Education and Outreach	
Action 6:	Maintain collective bargaining relationships with public employee labor organizations that represent local government workers	Partnerships and Collaboration	
Action 7:	Participate in and promote project labor agreements, community benefit agreements and local hiring agreements	Practice Improvements	
Action 9:	Provide job training and assistance programs for employees and employers in professions or sectors where wages are below the living wage	Programs and Services	
Action 10:	Enforce the living wage policy with a living wage officer or equivalent function	Enforcement and Incentive	

Table 3.4 - Economic Vibrancy and Employment: Targeted Industry Development Indicators

EJ-5: Targeted Industry Development			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Targeted Industry Businesses: Increase the total number of new businesses in targeted industry sectors over time	Local Data	
Outcome 2:	Targeted Industry Employment: Increase total employment in targeted industry sectors over time	Local Data	
Action 1:	Conduct a local economic analysis or participate in the development of a regional analysis of existing industry sectors to understand current needs and opportunities	Inventory, Assessment, or Survey	
Action 4:	Coordinate with universities, community colleges, the local workforce investment board, private firms and other community stakeholders to align research, workforce development, and resources to support targeted industry sectors	Partnerships and Collaboration	
Action 7:	Provide direct financial assistance, such as local bonds, grants, or loans, to attract, retain, or expand businesses in targeted industry sectors	Enforcement and Incentives	
Action 8:	Provide capacity building services and support for professionals in emerging and existing targeted industry sectors	Programs and Services	

Table 3.5 - Economic Vibrancy and Employment: Workforce Readiness Indicators

EJ-6: Workforce Readiness			
Indicator	Description	Type	Dept./Freq.
Outcome 2:	Workforce Mobility Option A: Demonstrate progress towards 60% post-secondary attainment by 2025 including high-quality credentials and associate, bachelor, and graduate/professional degrees OR Option B: Demonstrate progress towards 45% post-secondary attainment by 2025 including associate, bachelor, and graduate/professional degrees	Local Data	
Outcome 3:	Equitable Workforce Mobility Demonstrate an increasing percentage of individuals within each racial, ethnic, and gender subgroup have obtained a high-quality post-secondary educational degree or credential over time	Local Data	
Action 1:	Adopt a workforce development plan or comprehensive strategy to educate, train, and prepare residents for local employment opportunities	Plan Development	
Action 2:	Align local economic development policy strategies with workforce development programs	Policy and Code Adjustment	
Action 4:	Create a workforce development committee to align post-secondary education, workforce development training programs, and economic development strategies	Partnerships and Collaboration	
Action 5:	Create data-sharing agreements between local governments, private sector employers, and educational entities to maximize the availability and use of data in economic and workforce development planning	Partnerships and Collaboration	
Action 8:	Support expansion of community college or other credential granting programs to address the educational and training needs of the local workforce	Programs and Services	

4: EDUCATION AND LEARNING

Table 4.1 - Education and Learning: Educational Opportunity and Attainment Indicators

EAC-3: Educational Opportunity and Attainment			
Indicator	Description	Type	Dept./Freq.
Outcome 2:	Reading Proficiency Equity: Increase, or maintain at 85% or above, the percentage of students meeting or exceeding third grade reading proficiency standards for all third grade students in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students	Local Data	
Outcome 4:	High School Graduation Rate Equity: Increase, or maintain at 90% or above, the average 4-year adjusted cohort high school graduation rate for all students in all public schools in the jurisdiction from each race/ethnicity, special education, English language learners, and low-income subgroup of students	Local Data	
Outcome: (2025 Plan)	Increase the percentage of graduates from local educational institutions (workforce training and universities) gaining employment	Local Data	
Action: (2025 Plan)	Provide support or funding for program to increase percentage of graduates from local educational institutions.	Programs and Services	
Action 1:	Engage local education authorities, teachers, families, and young people to advance collaborative decision-making and a community-driven framework for improving education	Partnerships and Collaboration	
Action 2:	Strengthen opportunities for parental and community involvement in schools	Partnerships and Collaboration	
Action 3:	Prepare an annual progress report for the public outlining the local school system's performance	Practice Improvements	
Action 4:	Provide local funding or other resources to support Head Start or other comprehensive early childhood development programs in the community	Programs and Services	
Action 5:	Provide no-cost full-day kindergarten for low- and moderate income students and students with special needs	Programs and Services	
Action 6:	Program or support after-school activities, tutoring, and/ or extended day programs for a majority of students who need additional academic assistance outside of the school day	Programs and Services	
Action 7:	Program or support summer learning programs for a majority of students who need additional academic assistance and support outside of the school year	Programs and Services	
Action 8:	Offer multiple pathways to graduation as a way to improve educational outcomes for students	Programs and Services	
Action 9:	Implement career pathway initiatives	Programs and Services	

5: ARTS AND CULTURAL VITALITY

Table 5.1 - Arts and Cultural Vitality: Arts and Culture Indicators

EAC-1: Arts and Culture			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Creative Industries: Option A: Demonstrate that creative industries represent at least a 5% share of all businesses in the county according to the Local Arts Index OR Option B: Demonstrate that creative industries represent at least a 5% share of all businesses in the jurisdiction according to locally collected data	Local Data	
Outcome 2:	Attendance and Participation: Part 1: Demonstrate that at least 30% of adult residents in the county or city attend a live performing arts event annually AND Part 2: Demonstrate that at least 20% of adult residents in the county or city visit an art museum annually	Local Data	
Action 1:	Adopt a strategic plan to protect, enhance, and expand the community's arts and cultural resources and strengthen creative industries	Plan Development	
Action 3:	Establish enterprise zones, arts or cultural districts, or overlay zoning that encourages businesses in the creative industries to cluster together and integrate with surrounding neighborhoods	Enforcement and Incentives	
Action 4:	Collaborate with private, nonprofit, or regional organizations to increase access to and participation in the arts	Partnerships and Collaboration	
Action 6:	Provide financial or logistical support to local arts programs or cultural tourism	Programs and Services	
Action 9:	Provide entrepreneurial and workforce development training programs that serve artists, writers, designers, and other creative industries professionals	Programs and Services	

Table 5.2 - Arts and Cultural Vitality: Community Cohesion Indicators

EAC-2: Community Cohesion			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Accessibility of Community Venues and Facilities: Demonstrate that at least 75% of residents live within 1 mile of a community venue that is open to the public and offers free services and/or events for residents	Local Data	
Outcome 3:	Cohesion and Connectedness: Option A: Demonstrate that at least 80% of residents report positive levels of neighborhood cohesion through community surveys OR Option B: Demonstrate an increased percentage of residents reporting positive levels of neighborhood cohesion through community surveys	Local Data	
Action 1:	Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community	Inventory, Assessment or Survey	
Action 2:	Maintain a publicly accessible inventory of social networks and groups (e.g. block captains, civic organizations, trusted elders) organized by geography or neighborhood	Inventory, Assessment or Survey	
Action 3:	Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues	Plan Development	
Action 4:	Adopt zoning and development regulations that support or incentivize community-focused, place oriented initiatives	Policy and Code Adjustment	
Action 5:	Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs	Partnerships and Collaboration	
Action 6:	Establish and support neighborhood advisory councils to build the social capital of neighborhoods and bring issues to the attention of the local government	Partnerships and Collaboration	
Action 7:	Establish a department with staff assigned to work as liaisons with specific neighborhoods	Practice Improvements	

Table 5.3 - Arts and Cultural Vitality: Social and Cultural Diversity Indicators

EAC-5: Social and Cultural Diversity			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Diverse Local Government Hiring: Part 1: Demonstrate that hiring to local government leadership positions reflects the gender, racial, and ethnic diversity of the community AND Part 2: Demonstrate that hiring to local government staff positions reflects the gender, racial, and ethnic diversity of the community	Local Data	
Outcome 2:	Social and Cultural Events: Demonstrate that public events celebrating social and cultural diversity are held in the community	Local Data	
Action 1:	Conduct an assessment of the community's social and cultural diversity to inform local government actions and investments	Inventory, Assessment or Survey	
Action 2:	Adopt guidelines that ensure diversity and inclusion in hiring practices	Policy and Code Adjustment	
Action 3:	Provide information about community issues, programs, services, and activities that is accessible to limited English proficiency residents	Education and Outreach	
Action 4:	Establish a formal committee to advise the local government on social and cultural issues	Partnerships and Collaboration	
Action 6:	Maintain an office within the jurisdiction responsible for ensuring diversity and inclusion in policies, programs, procedures, and service delivery	Practice Improvements	
Action 8:	Provide grants to community based organizations that facilitate diversity-related programs, activities, and events	Programs and Services	

6: NATURAL AND BUILT ENVIRONMENT

Table 6.1 - Natural and Built Environment: Climate Adaptation Indicators

CE-1: Climate Adaptation			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Climate Resilience: Demonstrate a measurable reduction in vulnerability and/or increase in resiliency to 3 communitywide risks and 1 at-risk population group	Local Data	
Action 1:	Conduct a local climate risk and vulnerability assessment	Inventory, Assessment or Survey	
Action 2:	Adopt a local plan that incorporates potential climate change impact scenarios and identifies specific actions to reduce risk and exposure from identified hazards	Plan Development	
Action 3:	Adopt building codes or land use ordinances that address specific climate impacts in the community	Policy and Code Adjustment	
Action 5:	Develop an interdisciplinary committee for the purpose of understanding and addressing climate vulnerabilities	Partnerships and Collaboration	
Action 7:	Create or enhance programs and services that specifically address the community's greatest climate threats	Programs and Services	
Action 9:	Enforce regulations or offer incentives to encourage residents and businesses to shift behaviors to prepare for future climate change impacts	Enforcement and Incentives	

Table 6.2 - Natural and Built Environment: Greenhouse Gas Mitigation Indicators

CE-2: Greenhouse Gas Mitigation			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Community-wide Greenhouse Gas Emissions: Demonstrate incremental progress towards achieving a 28% reduction by 2025 and/or an 80% reduction by 2050 in communitywide greenhouse gas (GHG) emissions	Local Data	
Action 1:	Conduct a communitywide GHG Inventory at least every 5 years	Inventory, Assessment or Survey	
Action 2:	Adopt a climate action plan designed to reduce GHG emissions throughout the jurisdiction	Plan Development	
Action 3:	Establish a local community-wide GHG emissions target to be used as guidance for broader local government planning processes and decision-making	Policy and Code Adjustment	
Action 5:	Establish a climate change advisory group to engage diverse community stakeholders in identifying and implementing GHG reduction strategies	Partnerships and Collaboration	
Action 6:	Analyze disproportionate and unintended consequences of mitigation activities and demonstrate activities that engage groups that are most likely to be negatively impacted	Practice Improvement	

Table 6.3 - Natural and Built Environment: Greening the Energy Supply Indicators

CE-3 Greening the Energy Supply			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Green Vehicle Infrastructure: Option A: Demonstrate that the number of private and public electric vehicle stations meets or exceeds 1.07 per 10,000 residents OR Option B: Demonstrate that the number of private and public alternative fuel stations meets or exceeds 1.52 per 10,000 residents Bonus: Achieve a Drive Alone rate of 60% or less	Local Data	
Outcome 2:	Electrical Energy Supply: Option A: Demonstrate that the community's overall electric utility generating capacity includes a portion from renewable energy sources OR Option B: Demonstrate that the community's electric utility is in compliance with RPS requirements and document the portion from renewable energy sources	Local Data	
Action 1:	Adopt a communitywide plan that includes a comprehensive programmatic and policy approach to shift the community towards alternative fuels and renewable energy sources	Plan Development	
Action 3:	Remove regulatory restrictions on the development of residential and small business renewable energy installations	Policy and Code Adjustment	
Action 4:	Establish partnerships between fleet managers, alternative fuel suppliers, and consumers to elevate alternative fuel options within the community	Partnerships and Collaboration	
Action 6:	Create incentive programs to support the development of renewable infrastructure	Enforcement and Incentives	

Table 6.4 - Natural and Built Environment: Green Infrastructure Indicators

NS-1: Green Infrastructure			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Green Stormwater Infrastructure: Option A: Demonstrate that 35% of the jurisdiction's land area has designated green stormwater infrastructure providing bioretention and infiltration services OR Option B: Demonstrate that no more than 65% of the jurisdiction's land area contains impervious surfaces	Local Data	
Outcome 2:	Green Infrastructure Distribution: Demonstrate that 85% of the population lives within a 1/3-mile distance from green infrastructure features that provide localized cooling through tree canopy cover or vegetative surfaces	Local Data	
Action 2:	Create a communitywide green infrastructure plan that is integrated with other relevant local plans	Plan Development	
Action 3:	Adopt local design criteria and associated codes that require proactive green infrastructure practices for new developments	Policy and Code Adjustment	
Action 5:	Partner with key community groups and other stakeholders to ensure that green infrastructure practices are used in appropriate settings	Partnerships and Collaboration	
Action 6:	Create incentive programs to encourage landowners to adopt green infrastructure practices that link to broader green infrastructure systems	Enforcement and Incentives	
Action 7:	Establish a green infrastructure monitoring program and regularly report on status of desired outcomes	Practice Improvements	

Table 6.5 - Natural and Built Environment: Compact and Complete Communities Indicators

BE-3: Compact and Complete Communities			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Density, Destinations and Transit: Option A: Demonstrate that each CCC achieves thresholds related to residential density, nonresidential density, diverse uses, and public transit availability OR Option B: Demonstrate that each CCC achieves a minimum score of 70 using the EPA's Smart Location Calculator	Local Data	
Outcome 2:	Walkability: Demonstrate that each CCC achieves the following thresholds: <ul style="list-style-type: none">• 90% of roadway length contains sidewalks on both sides or connection pathways• 100% of crosswalks are ADA accessible• 60% of block faces contain street trees at no more than 40 feet intervals• 70% of roadway length are designed for a travel speed of no more than 25 mph• Minimum intersection density of 300 intersections per square mile	Local Data	
Action 1:	Demonstrate that the comprehensive plan supports compact, mixed-use development	Plan Development	
Action 2:	Adopt a specific mobility or circulation plan for compact, mixed development	Plan Development	
Action 4:	Adopt regulatory strategies that permit or incentivize increased residential and employment densities and diverse uses in transit-served areas and areas identified for compact, mixed-use development	Policy and Code Adjustment	

Table 6.6 - Natural and Built Environment: Public Parkland Indicators

BE-6: Public Parkland			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Acreage: Provide ample parkland based on population density as follows: <ul style="list-style-type: none">• High: 6.8 acres per 1,000 residents• Intermediate-High: 7.3 acres per 1,000 residents• Intermediate-Low: 13.5 acres per 1,000 residents• Low: 20.3 acres per 1,000 residents	Local Data	
Outcome 2:	Proximity: Demonstrate that housing units are located within a 1/2-mile walk distance of public parkland based on population density as follows: <ul style="list-style-type: none">• High or Intermediate-High: 85% or greater• Intermediate-Low or Low: 70% or greater	Local Data	
Action 1:	Adopt a parks and/or open space plan that promotes a community wide network of public spaces that provide recreational and transportation benefits while protecting natural, historic, and cultural resources	Plan Development	
Action 2:	Conduct a study regarding the economic impact of public parklands on the local economy to understand their contributions to community satisfaction and tourism	Inventory, Assessment, or Survey	
Action 3:	Adopt regulatory strategies or development incentives to create, maintain, and connect public parkland	Policy and Code Adjustment	
Action 6:	Create an advisory board to regularly receive feedback from residents and organizations regarding	Partnerships and Collaboration	
Action 10:	Consistently invest sufficient capital and operational funding to create and maintain parklands	Facility and Infrastructure Improvements	

Table 6.7 - Natural and Built Environment: Transportation Choices Indicators

BE-7: Transportation Choices			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Mode Split: Achieve the following thresholds for journey-to-work trips: <ul style="list-style-type: none">• Drive alone maximum: 60%• Bike + Walk + Transit minimum: 25%• Bike + Walk minimum: 5%	Local Data	
Outcome 2:	Transportation Affordability: Show that the average total driving cost is 15% or less of the regional typical household income	Local Data	
Outcome 3:	Transportation Safety” Part 1: Demonstrate that pedestrian and bicyclist fatalities are making incremental progress towards zero fatalities by 2040 AND Part 2: Demonstrate that vehicular fatalities are making incremental progress towards zero fatalities by 2040	Local Data	
Outcome 4:	Vehicle Miles Traveled: Demonstrate an annual decrease in vehicle miles traveled measured from a baseline year	Local Data	
Action 1:	Adopt a bicycle and/or pedestrian master plan that prioritizes future projects to improve safety and access to non-motorized transportation and connections to public transit	Plan Development	
Action 2:	Adopt a complete streets policy that addresses all users, applies to all projects with limited exceptions, and includes specific next steps for implementation	Policy and Code Adjustment	
Action 5:	Offer local government employees incentives to commute by modes other than single-occupancy vehicles	Practice Improvements	
Action 6:	Implement at least 2 types of focused enforcement programs to ensure pedestrian, bicycle, and motorist safety	Enforcement and Incentives	
Action 7:	Increase the percentage of households with access to public transit	Facility and Infrastructure Improvements	

7: GOVERNMENT PERFORMANCE

Table 7.1 - Government Performance: Best Practices and Processes Indicators

IP-1: Best Practices and Processes			
Indicator	Description	Type	Dept./Freq.
Category 1.	Option A: Within the past 5 years, adopt a systems-based comprehensive plan that establishes a clear vision for the future, concretely addresses subjects in all STAR Goal Areas, identifies performance measures and specific actions that will enable the community to achieve its goals, provides a clear process for implementation, and includes annual reporting on progress OR Option B: Achieve official Sustaining Places Designation for the community's comprehensive plan from the American Planning Association (APA)	Comprehensive Planning	
Category 2.	Part 1: Demonstrate both high-tech and high-touch on-going engagement techniques that empower the public in shaping the future of the community AND Part 2: Demonstrate that public engagement techniques include practices that intentionally and directly engage all residents, including traditionally unrepresented or underrepresented groups, through inclusive, context-sensitive, and transparent decision-making processes	Public Engagement Techniques	
Category 3.	Part 1: Adopt innovative sets of codes or ordinances that comprehensively advance sustainable practices and raise environmental standards AND Part 2: Demonstrate how the sets of codes or ordinances are being legally enforced in the community	Innovative Codes and Ordinances	
Category 4.	Option A: Describe cohesive programs, services, or annual events that educate residents about wide-ranging sustainability issues in the community OR Option B: Implement a local sustainability literacy program within the local public school system	Sustainability Education	

Table 7.2 - Government Performance: Civic Engagement Indicators

EE-1: Civic Engagement			
Indicator	Description	Type	Dept./Freq.
Outcome 1:	Voter Turnout Rate: Part 1: Demonstrate at least a 65% voter turnout rate in local elections during presidential election years or at least 50% during non-presidential election years AND Part 2: Option A: Demonstrate at least a 65% voter turnout rate by the community's 3 lowest performing wards or districts in the most recent local election during presidential election years or at least 50% during non-presidential election years OR Part 2: Option B: Increase the voter turnout rates for the community's 3 lowest performing wards or districts in local elections over time	Local Data	
Outcome 2:	Sense of Empowerment: Option A: Demonstrate that 51% or more of residents believe they are able to have a positive impact on their community based on a local survey OR Option B: Increase over time the percentage of residents who believe they are able to have a positive impact on their community based on local surveys	Local Data	
Action 1:	Collect and maintain public engagement records including public meeting attendance and participation on formal boards and commissions	Inventory, Assessment, or Survey	
Action 3:	Adopt inclusive public engagement guidelines for local government agencies and departments	Policy and Code Adjustment	
Action 5:	Partner with business, civic, nonprofit, and neighborhood organizations to increase and promote community engagement in local decision-making	Partnerships and Collaboration	
Action 9:	Provide civic education programs that support the development of positive, strong youth leaders, with a particular focus on engaging individuals from low-income and/or minority neighborhoods	Programs and Services	
Action 10:	Provide capacity building and leadership programs to cultivate and support community leaders and groups	Programs and Services	

Table 7.3 - Government Performance: Good Governance Indicators

IP-4: Good Governance			
Indicator	Description	Type	Dept./Freq.
Category 1.	Achieve a Best Quality or High Quality bond rating with 1 or more of the 3 major rating agencies	Quality of Municipal Bond Rating	
Category 2.	Option A: Demonstrate that data made available to the public meet the Open Data Policy Guidelines, as described by the Sunlight Foundation OR Option B: Adopt the What Works Cities Standard and describe efforts within the 4 components: Commit, Measure, Take Stock, and Act	Transparency and Open Data	
Category 3.	Demonstrate that the local government has designated and funded at least 1.0 FTE employee directly responsible for coordinating on sustainability issues across departments or that an Office of Sustainability has been established with a clear direction to act on the local government's behalf	Designated Sustainability Director or Office of Sustainability	

Table 7.4 - Government Performance: Local Innovation Indicators

IP-3: Local Innovation			
Indicator	Description	Type	Dept./Freq.
	<p>IP-3: Local Innovation provides a mechanism to recognize communities that approach sustainability in creative, effective ways.</p> <p>Evaluation measures that have a history of success within a community that are not present within the STAR Rating System may be submitted for additional credit under IP-3: Local Innovation.</p> <p>Applicant can submit a combination of up to 6 examples of local innovation for credit; for a maximum of 20 total points.</p> <ul style="list-style-type: none">o Education and Outreach = 2 pointso Plan Development = 2 pointso Policy and Code Adjustment = 3 pointso Partnerships and Collaborations = 1 pointo Practice Improvements = 1 pointo Inventory, Assessment, or Survey = 1 pointo Enforcement and Incentives = 4 pointso Programs and Services = 4 pointso Facility and Infrastructure Improvements = 6 points	Local Innovation	
	1: Health and Safety (Local Innovation Indicator)	Local Innovation	
	2: Human and Social Needs (Local Innovation Indicator)	Local Innovation	
	3: Economic Vibrancy and Employment (Local Innovation Indicator)	Local Innovation	
	4: Education and Learning (Local Innovation Indicator)	Local Innovation	
	5: Arts and Cultural Vitality (Local Innovation Indicator)	Local Innovation	
	6: Natural and Built Environment (Local Innovation Indicator)	Local Innovation	
	7: Government Performance (Local Innovation Indicator)	Local Innovation	