

STAR Certification Results Report

City of Iowa City, IA
Certified 4-STAR Community
March 2016



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The STAR Community Rating System

The STAR Community Rating System™ (STAR) is the nation's first comprehensive framework and certification program for evaluating community-wide sustainability, encompassing economic, environmental, and social performance measures.

Sustainability means different things to different people, so STAR provides a clear, data-driven approach to assessing communities' sustainability efforts. The STAR framework helps communities assess their efforts in key areas and define sustainability for themselves.

The rating system is maintained by STAR Communities, a nonprofit organization based in Washington, DC that works to advance a national framework to evaluate and certify sustainable communities in North America.

STAR was developed for local governments by local governments. Nearly two hundred volunteers representing fifty cities and counties, state and federal agencies, nonprofit organizations, national associations, universities, utilities, and private corporations contributed thousands of hours and diverse expertise to the development of the STAR Community Rating System. Experts served on steering, technical, and ad hoc committees, which led to the development of the framework, methodologies for measurement,

credits, and requirements for achieving and maintaining a STAR Community Rating.

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

Communities choose the measures that they would like to report on and are not required to submit on all measures. This allows local governments to report on the objectives that are most important and relevant to their communities.

Once the community submits the completed application forms, STAR Communities' verification teams reviews and verifies all measures for accuracy and then assigns a rating based upon a total cumulative score of points. A STAR Community Rating lasts for three years after the certification date.

Goal Area	Purpose and Intent
Built Environment	Achieve livability, choice, and access for all where people live, work, and play
Climate & Energy	Reduce climate impacts through adaptation and mitigation efforts and increase resource efficiency
Education, Arts & Community	Empower vibrant, educated, connected, and diverse communities
Economy & Jobs	Create equitably shared prosperity and access to quality jobs
Equity & Empowerment	Ensure equity, inclusion, and access to opportunity for all citizens
Health & Safety	Strengthen communities to be healthy, resilient and safe places for residents and businesses
Natural Systems	Protect and restore the natural resource base upon which life depends

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



The STAR Framework & Evaluation Measures

The STAR Community Rating System is built on a framework of sustainability goals, objectives, and evaluation measures. Version 1.2 of the Rating System contains seven sustainability goals. Under each goal, there are between five and seven objectives. These forty-four objectives are the core areas that contain evaluation measures and metrics.

Built Environment	Climate & Energy	Economy & Jobs	Education, Arts & Community	Equity & Empowerment	Health & Safety	Natural Systems
Ambient Noise & Light	Climate Adaptation	Business Retention & Development	Arts & Culture	Civic Engagement	Active Living	Green Infrastructure
Community Water Systems	Greenhouse Gas Mitigation	Green Market Development	Community Cohesion	Civil & Human Rights	Community Health & Health System	Invasive Species
Compact & Complete Communities	Greening the Energy Supply	Local Economy	Educational Opportunity & Attainment	Environmental Justice	Emergency Prevention & Response	Natural Resource Protection
Housing Affordability	Industrial Sector Resource Efficiency	Quality Jobs & Living Wages	Historic Preservation	Equitable Services & Access	Food Access & Nutrition	Outdoor Air Quality
Infill & Redevelopment	Resource Efficient Buildings	Targeted Industry Development	Social & Cultural Diversity	Human Services	Indoor Air Quality	Water in the Environment
Public Spaces	Resource Efficient Public Infrastructure	Workforce Readiness		Poverty Prevention & Alleviation	Natural & Human Hazards	Working Lands
Transportation Choices	Waste Minimization				Safe Communities	

Table 2: Version 1.2 of the STAR framework of goals and objectives

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

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

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



Iowa City's STAR Journey

The City of Iowa City started on the path to certification as one of the eight communities in the Spring 2015 Leadership STAR Community Program. The Leadership Program is a one-year all-inclusive package that provides extensive staff support and services to a cohort of communities as they perform their first baseline sustainability assessment under the STAR Community Rating System.

The Spring 2015 cohort was the fourth class of the Leadership Program, and included Abington Township, PA; Boise, ID; Cambridge, MA; Columbus, OH; Henderson, NV; Iowa City, IA; San Antonio, TX; and Steamboat Springs, CO.

Staff from the participating communities met in Washington, DC in March 2015 to receive an orientation and intensive training on the Rating System's measures, project management, certification, and how to communicate results. Brenda Nations, Sustainability Coordinator for Iowa City, and Carri Fox-Rummelhart from the Iowa City Housing Authority represented the community at the training and served as the chief project managers for the certification process.

Information and data was gathered for the certification application throughout 2015 with the assistance of dozens of city staff members, community partners, state agencies, local and

regional governments, and private sector employers. Many community partners assisted the City including the Iowa City Area Development Group, Iowa City Community School District, Johnson County and University of Iowa.

Over the course of 2015 and early 2016, Iowa City staff received regular technical support, such as monthly check-in calls with a dedicated STAR coordinator and quarterly networking calls with other Leadership participants.

In March 2016, Iowa City was awarded the Certified 4-STAR Community Rating for national excellence. The community received 484.8 points out of the available 720 points. The certification was under Version 1.2 of the Rating System.

Iowa City is the fifth Iowa community to achieve STAR certification, receiving the Certified 4-STAR Community Rating for national excellence in March 2016.



Overview of Iowa City's Score

Communities pursuing STAR certification accumulate points by demonstrating their achievements across seven goal areas. Each community chooses which measures to report on from a menu of over five hundred quantitative outcome and qualitative action measures. This allows local governments to report on the measures that are most important and relevant to their communities. STAR Communities performs a rigorous third party verification of each application to ensure conformity with national standards and best practices before certifying a community.

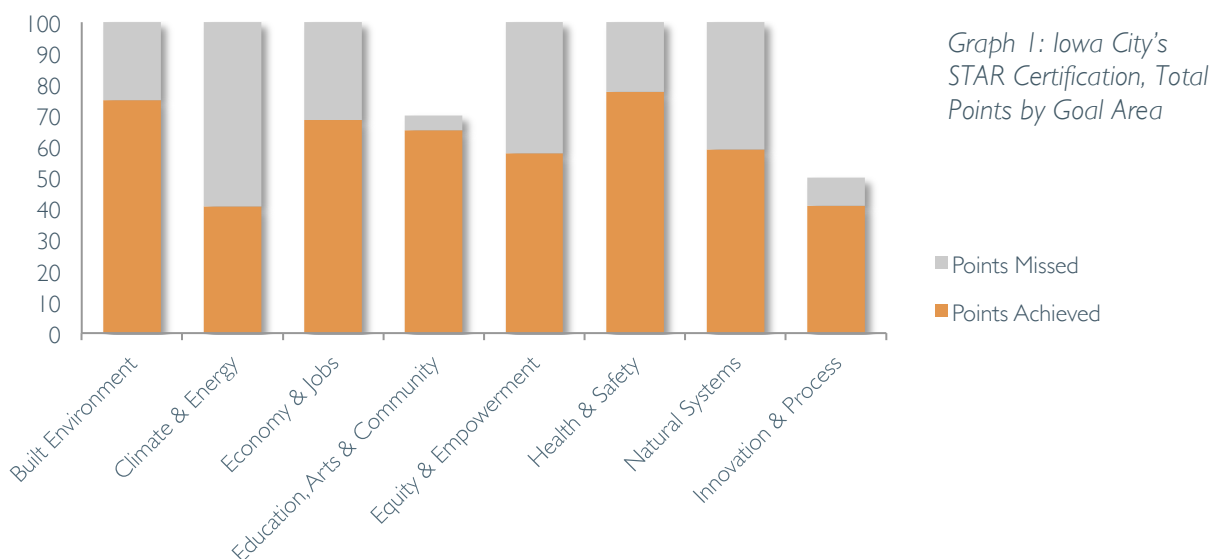


There are three STAR certification levels: 3-STAR Community (200-399 points), 4-STAR Community (400-599 points), and 5-STAR Community (600+ points).

On March 6, 2016, Iowa City received a Certified 4-STAR Community Rating by earning 484.8 points under Version 1.2 of the Rating System. The chart below illustrates Iowa City's high performance, especially within the Built Environment; Education, Arts & Community; and Health & Safety. Other goal areas, such as Equity & Empowerment and Climate & Energy, offer opportunity for improvement.

Goal Area	Points Achieved	Points Missed	Points Available	Percent Achieved
Built Environment	75.0	25.0	100	75%
Climate & Energy	40.7	59.3	100	41%
Economy & Jobs	68.6	31.4	100	69%
Education, Arts & Community	65.3	4.7	70	93%
Equity & Empowerment	57.8	42.2	100	58%
Health & Safety	77.5	22.5	100	78%
Natural Systems	59.0	41.0	100	59%
Innovation & Process	41.0	9.0	50	82%
Totals	484.8	235.2	720	67%

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



National Context for Iowa City's Score

Over one hundred communities have signed up as STAR members, and as of June 2016, fifty-one have achieved STAR certification. Out of the fifty-one certified communities, four are 5-STAR communities, twenty are 4-STAR communities, and twenty-seven are 3-STAR communities.

Out of the certified 4-STAR communities, Iowa City's score falls towards the high end of the pack. Iowa City's STAR certification is a testament to the City's commitment to creating a better community for all of its citizens and will serve as an important benchmark from which to move forward.

5-STAR COMMUNITIES

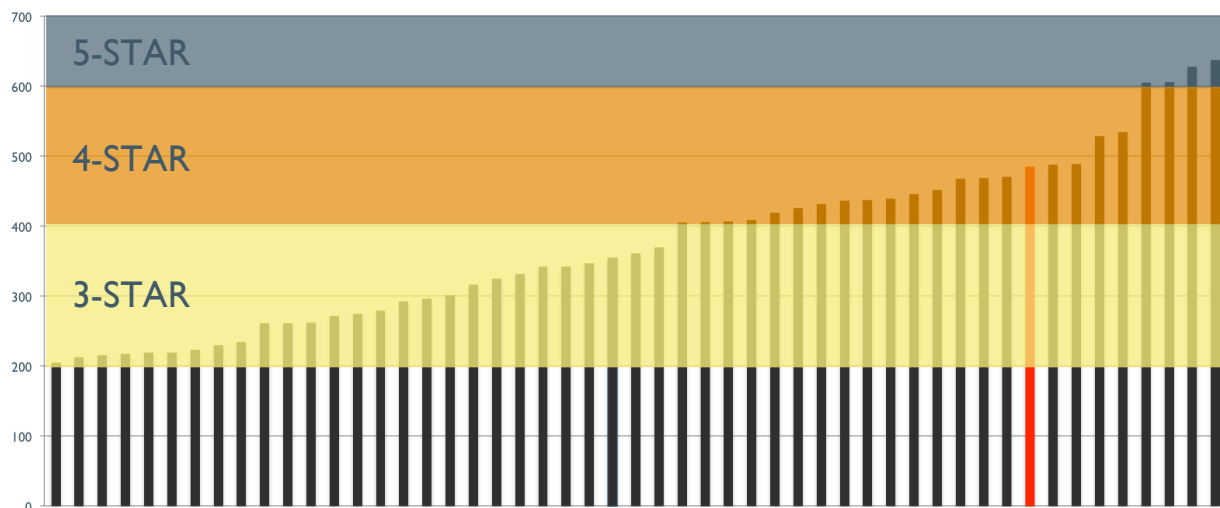
- Baltimore, MD
- Cambridge, MA
- Northampton, MA
- Seattle, WA
- Steamboat Springs, CO
- Tacoma, WA
- Tucson, AZ
- Washington, DC
- Palm Bay, FL
- Park Forest, IL
- Phoenix, AZ
- Reading, PA
- Riverside, CA
- Rosemount, MN
- San Antonio, TX
- St. Louis, MO
- Wichita, KS
- Woodbridge, NJ

4-STAR COMMUNITIES

- Austin, TX
- Boise, ID
- Broward County, FL
- Burlington, VT
- Columbus, OH
- Davenport, IA
- Dubuque, IA
- Evanston, IL
- Henderson, NV
- Iowa City, IA
- Las Vegas, NV
- Louisville, KY
- Memphis/Shelby County, TN
- Plano, TX
- Portland, OR
- Raleigh, NC

3-STAR COMMUNITIES

- Albany, NY
- Atlanta, GA
- Beaverton, OR
- Birmingham, AL
- Blue Island, IL
- Chandler, AZ
- Charles City, IA
- Cleveland, OH
- Des Moines, IA
- El Cerrito, CA
- Fayetteville, AR
- Fort Collins, CO
- Houston, TX
- Indianapolis, IN
- Las Cruces, NM
- Lee County, FL
- Monroe County, FL



Graph 2: Final scores of all Certified Communities as of June 2016. Iowa City's comparative ranking is shown in red.



Comparative Analysis of Iowa City's Score

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

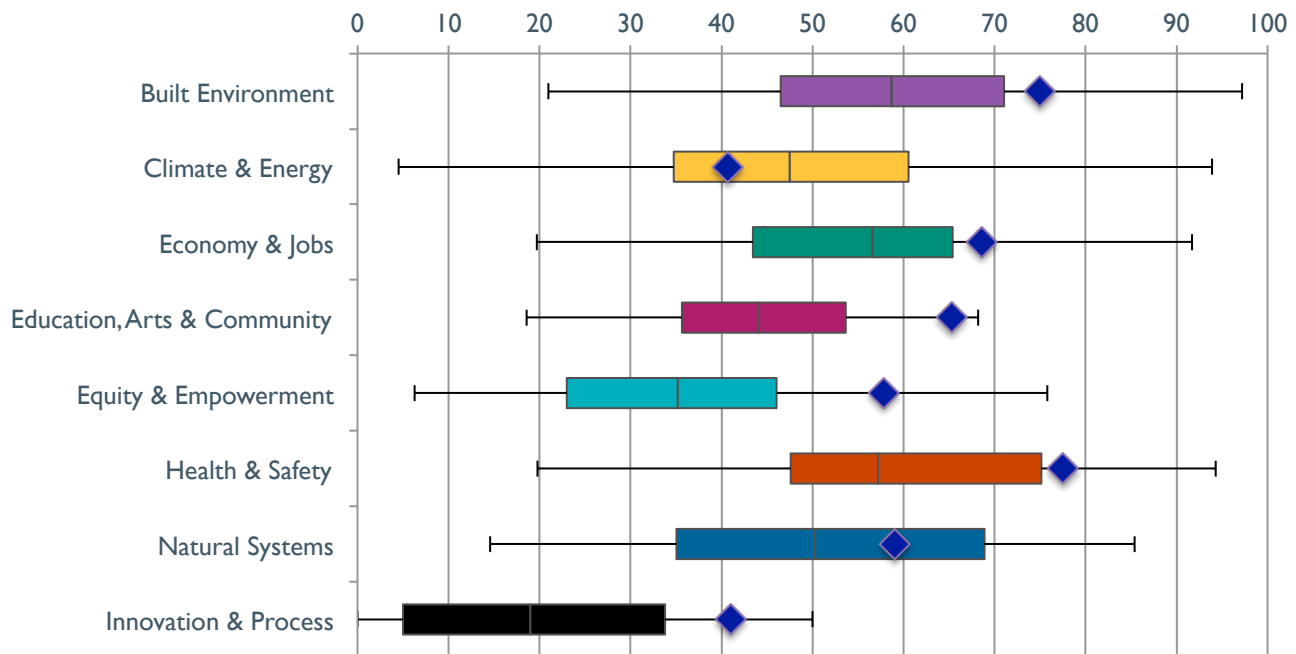
The box-and-whisker graph is divided into quartiles, with the middle division representing the median score and the outer ends on the "whiskers" representing the lowest and highest score. The section from the end of the whisker on the low end to the beginning of the box represents the 25th percentile,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

the 75th-100th percentile. The smaller the box, the closer the distribution of scores, while a longer box indicates that the scores are more dispersed.

Iowa City fell in the top 25th percentile in several of the goal areas—Built Environment; Economy & Jobs; Education, Arts & Community; Equity & Empowerment; Health & Safety; and Innovation & Process.

Climate & Energy is Iowa City's lowest scoring goal area, and is in the bottom 50th percentile.

The next section will go a step further by breaking down each goal area and looking at Iowa City's performance in the forty-four STAR objectives.



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





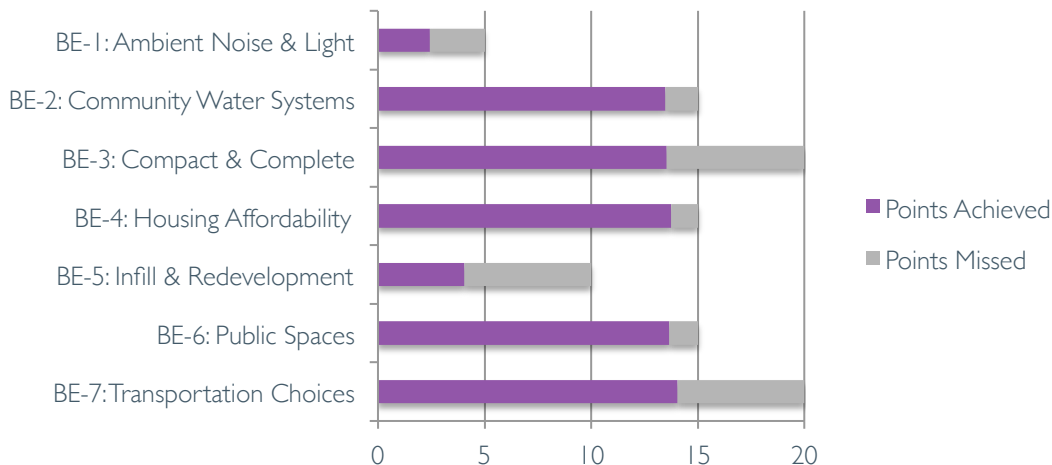
BUILT ENVIRONMENT Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
BE-1	Ambient Noise & Light: Minimize and manage ambient noise and light levels to protect public health and integrity of ecological systems	5
BE-2	Community Water Systems: Provide a clean and secure water supply for all local users through the management of potable water, wastewater, stormwater, and other piped infrastructure	15
BE-3	Compact & Complete Communities: Concentrate development in compact, human-scaled, walkable centers and neighborhoods that connect to transit, offer diverse uses and services, and provide housing options for families of all income levels	20
BE-4	Housing Affordability: Construct, preserve, and maintain an adequate and diverse supply of location-efficient and affordable housing options for all residents	15
BE-5	Infill & Redevelopment: Focus new growth in infill areas and on redevelopment that does not require the extension of water, sewer, and road infrastructure or facilitate sprawl	10
BE-6	Public Spaces: Create a network of well-used and enjoyable parks and public spaces that feature equitable, convenient access for residents throughout the community	15
BE-7	Transportation Choices: Promote diverse transportation modes, including walking, bicycling, and transit, that are safe, low-cost, and reduce vehicle miles traveled	20

Table 4: Objectives within Built Environment and their associated points.

Iowa City achieved 75 out of the 100 total available points in this goal area, scoring highly in BE-2: Community Water Systems, BE-4: Housing Affordability, and BE-6: Public Spaces. There is opportunity for improvement in all areas, but especially in BE-5: Infill & Redevelopment, the lowest performing objective within the Built Environment goal.



Graph 4: Iowa City's Built Environment performance by objective.





BUILT ENVIRONMENT

Objective Analysis

BE-1: AMBIENT NOISE & LIGHT

2.4/5 points

Iowa City did not submit data for any of the three outcome measures, which ask for communities to meet thresholds for ambient noise, light in the community, and visibility of the night sky. However, the City was able to receive points for action measures such as the passing of noise and light ordinances that the City then enforces.

Next steps could include beginning to collect data on ambient noise and light to first identify where to target efforts and then track progress.

BE-2: COMMUNITY WATER SYSTEMS

13.5/15 points

Full credit was received on three of the four outcomes by meeting national standards for safe drinking water, and demonstrating a secure water supply and sufficient stormwater management. Iowa City received partial credit in the fourth outcome by showing that the wastewater system is in compliance with EPA standards, however, several industrial discharge sites failed to meet the EPA standards. The City also received credit for three action measures, including a \$50 million upgrade to the wastewater treatment plant in 2014. This upgrade more than doubled capacity, allowing for increased population and industrial growth and included additional nutrient reduction processes such as total nitrogen and phosphorus removal.

BE-3: COMPACT & COMPLETE COMMUNITIES

13.5/20 points

In this objective, STAR asks that communities identify a number of areas to analyze as compact and complete communities (defined as walkable ½ mile areas with a variety of uses and transit

accessibility). Based on their population size, Iowa City was required to report on two compact and complete centers and chose the Downtown and Towncrest areas. While these areas did not meet all of the criteria required to receive full credit in the outcome measures, they did receive partial credit for walkability, density, housing affordability, and design. The City also received credit for policies that require street trees and sidewalk standards.

To improve, Iowa City could adopt policies that incentivize and increase density in designated compact community areas, establish design standards and review boards for the designated areas to ensure proper development, and include support for compact communities into the comprehensive plan.

BE-4: HOUSING AFFORDABILITY

13.7/15 points

Iowa City earned credit in two of the three outcomes by meeting thresholds for preservation and construction of affordable housing units. The City supports this work through a variety of policy and programmatic work; for example, the Iowa City Housing Authority runs programs to help low-income families, veterans, and the elderly with housing needs.

To make further progress on the outcome measures, Iowa City could develop a comprehensive housing strategy and enact policies to better provide transit to low- and moderate-income households.

BE-5: INFILL & REDEVELOPMENT

4.0/10 points

The City did not receive credit for either of the two outcomes for BE-5, which ask communities





BUILT ENVIRONMENT

Objective Analysis, continued

to demonstrate an increase in infill development and the use of existing infrastructure for new developments. The City did receive points for policies that help to shape and form new growth and the use of incentives such as the tax increment financing enabled by the Towncrest Urban Renewal plan.

The City is also targeting investments to revitalize redevelopment and catalyze private reinvestment. For example, the William Streetscape Project and the Towncrest Façade Improvement Program targeted funds toward façade improvements for existing buildings and redevelopment of a large infill site into a multi-tenant medical office building. The Downtown Building Change Program also provides City funds for property owners to improve and restore historic storefront commercial buildings in Downtown Iowa City.

Next steps to improve in this objective would be to develop an inventory of infill sites that are ready for development and to support temporary, creative neighborhood uses for vacant properties and greyfields.

BE-6: PUBLIC SPACES

13.7/15 points

Iowa City scored very well in BE-6 by meeting all four outcome measures. The city has 26 acres of parkland per 1,000 residents, 74.2% of residents live within a ½ mile walk of a park, 100% of households are within 3 miles of an off-road trail, and 91% of residents say they visit a park at least once a year.

BE-7: TRANSPORTATION CHOICES

14.0/20 points

Iowa City received credit for meeting the mode split outcome thresholds for journey-to-work—just under 60% of residents drive alone to work; 29.9% of residents either bike, walk, or take transit; and 20.3% take bike or walk. The City has several actions in place that help support these choices, such as the Metropolitan Bicycle Master Plan, a new bike-share program, and the City of Iowa City Complete Streets Policy.

BUILT ENVIRONMENT HIGHLIGHTS:

- **110** affordable housing units have been built or rehabilitated in the past three years in Downtown and Towncrest
- **74.22%** of Iowa City households are within a ½ mile walk to a park
- **20.3%** of residents either bike or walk to work

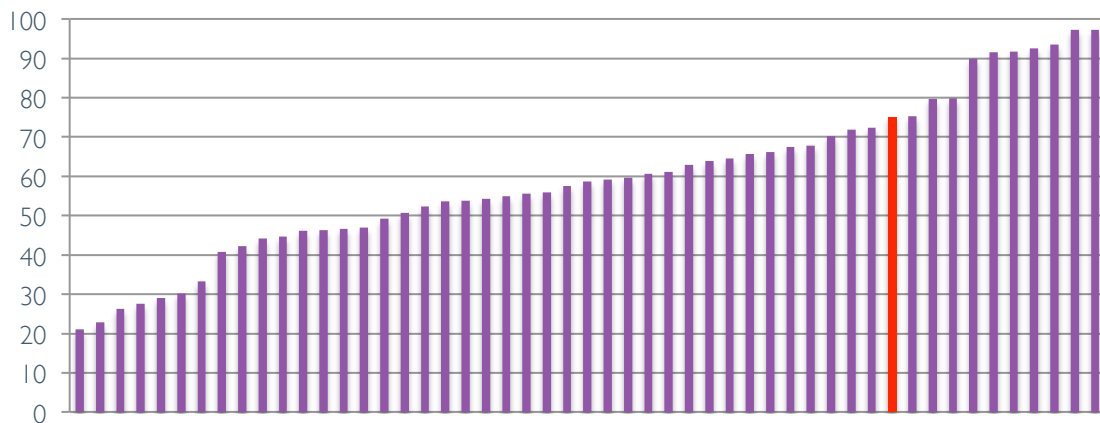




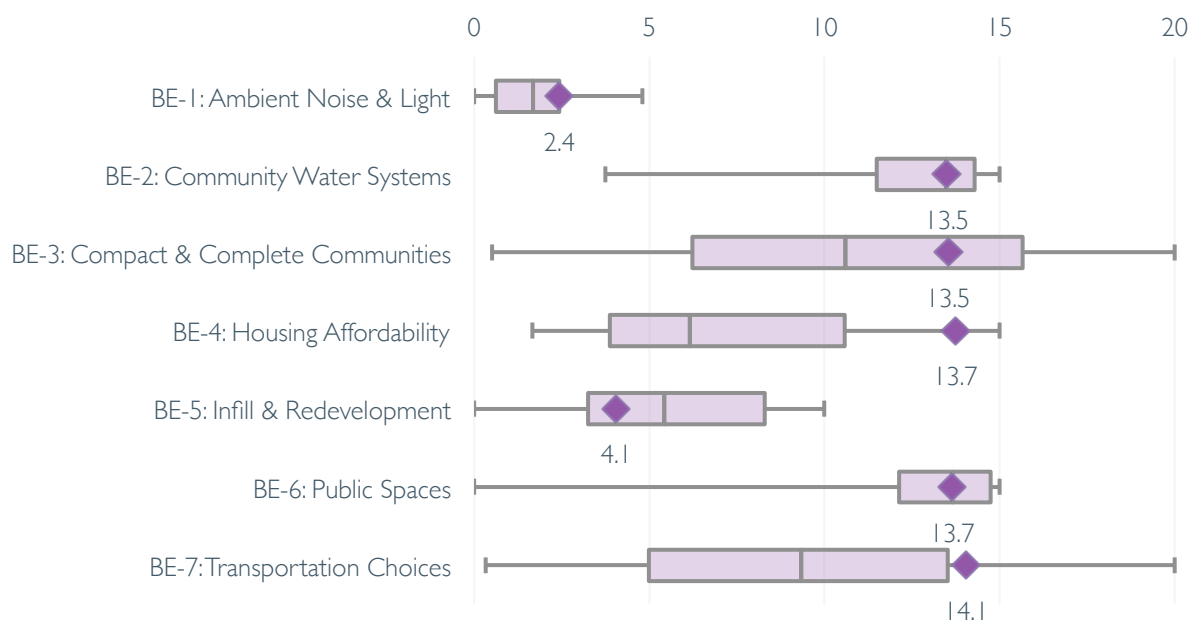
BUILT ENVIRONMENT

Comparative Analysis

The graphs below show how Iowa City's Built Environment total score and objective scores compare to those from other certified communities. Most communities receive fewer than half the points available in BE-4: Housing Affordability and BE-7: Transportation Choices, but these are the two objectives where Iowa City is in the top 25th percentile. Iowa City lands right at the median score for BE-2: Community Water Systems and BE-6: Public Spaces, which are commonly high scoring objectives. The only objective where Iowa City landed in the bottom 50th percentile is BE-5: Infill and Redevelopment.

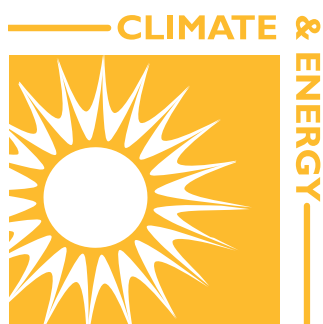


Graph 5: Iowa City's Built Environment total score in red, as compared to all Certified STAR Communities.



Graph 6: Iowa City's objective scores for the Built Environment, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





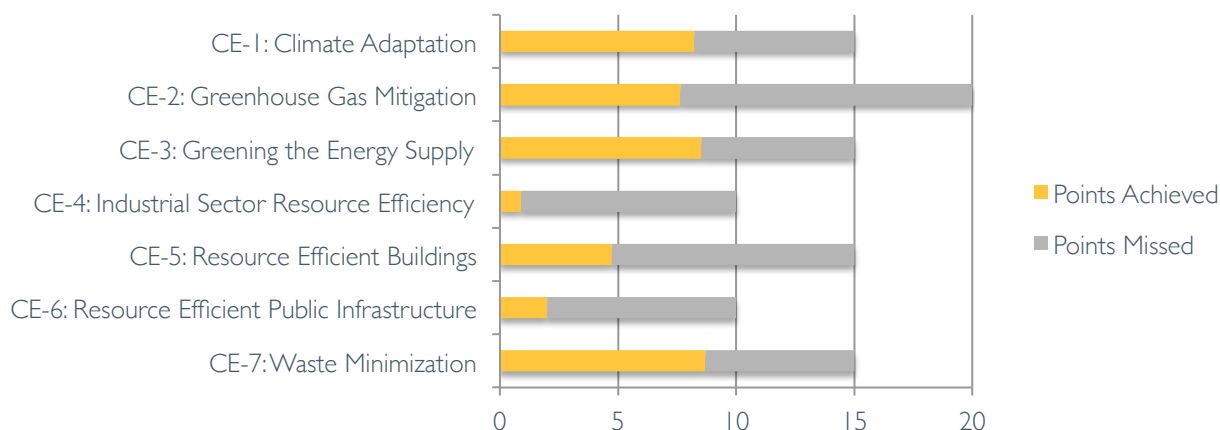
CLIMATE & ENERGY Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
CE-1	Climate Adaptation: Strengthen the resilience of communities to climate change impacts on built, natural, economic, and social systems	15
CE-2	Greenhouse Gas Mitigation: Achieve greenhouse gas emissions reductions throughout the community	20
CE-3	Greening the Energy Supply: Transition the local energy supply for both transportation and non-mobile sources toward the use of renewable, less carbon-intensive, and less toxic alternatives	15
CE-4	Industrial Sector Resource Efficiency: Minimize resource use and demand in the industrial sector as a means to mitigate greenhouse gas emissions and conserve water	10
CE-5	Resource Efficient Buildings: Improve the energy and water efficiency of the community's residential, commercial, and institutional building stock	15
CE-6	Resource Efficient Public Infrastructure: Minimize resource use and demand in local public infrastructure as a means to mitigate greenhouse gas emissions and conserve water	10
CE-7	Waste Minimization: Reduce and reuse material waste produced in the community	15

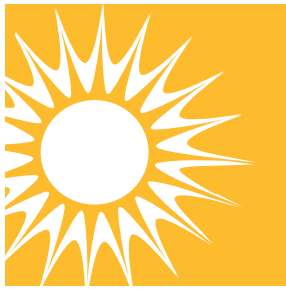
Table 5: Objectives within Climate & Energy and their associated points.

Iowa City achieved 40.7 out of the 100 total available points in Climate & Energy, making this Iowa City's lowest performing goal area. CE-4: Industrial Sector Resource Efficiency, CE-5: Resource Efficient Buildings, and CE-6: Resource Efficient Public Infrastructure were the lowest scoring objectives. Around half of the available points were received in CE-1: Climate Adaptation, CE-3: Greening the Energy Supply, and CE-7: Waste Minimization.



Graph 7: Iowa City's Climate & Energy performance by objective.





CLIMATE & ENERGY

Objective Analysis

CE-1: CLIMATE ADAPTATION

8.2/15 points

The primary climate adaptation concern in Iowa City is increased flooding, which threatens infrastructure, homes, and roads. Iowa City submitted several action measures that address this concern, such as the Flood Buyout Program that removes homes from the floodplain and the Stormwater Assistance Program that funds green infrastructure to mitigate flood risks.

In the future, the City could consider adopting a climate adaptation plan to consolidate the ongoing efforts and create a strategic path forward.

CE-2: GREENHOUSE GAS MITIGATION

7.6/20 points

While Iowa City has seen large decreases in greenhouse gas (GHG) emissions in recent years, the City was unable to meet the outcome measure that requires showing a trend line towards achieving an 80% reduction in GHG emissions by 2050.

A next step could be to adopt a climate action plan that includes specific strategies for decreasing GHG emissions. This could include educating the public and business community, incorporating GHG emissions accounting into all government decisions, and creating a climate change advisory group.

CE-3: GREENING THE ENERGY SUPPLY

8.5/15 points

By demonstrating increased ownership in alternative fuel vehicles and a decrease in the overall percentage of residents who own vehicles, Iowa City received partial credit in the first outcome. In addition, the City demonstrated that

35.97% of the overall energy supply comes from renewable energy sources.

To improve further, the City could adopt a community-wide plan to adopt renewables and lead by example by setting targets for renewable energy and alternative fuel usage for municipal buildings and vehicles.

CE-4: INDUSTRIAL SECTOR RESOURCE EFFICIENCY

0.9/10 points

This objective focuses on industrial operations, defined as processes used to transform resources into goods, including manufacturing, construction, energy production, and agriculture. The outcome measures in CE-4 ask for a community to demonstrate energy and water efficiency increases in the industrial sector. Iowa City was unable to demonstrate this in either outcome.

The City did receive credit for implementing the 2012 International Energy Conservation Code, which was adopted at the state level and is maintained locally. Next steps could be to partner and work collaboratively with industrial sector leaders, enhance tracking mechanisms, set targets, and implement strategies for water and energy reduction.

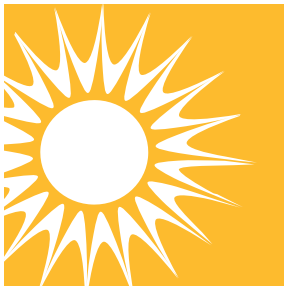
CE-5: RESOURCE EFFICIENT BUILDINGS

4.7/15 points

The objective focuses on improving the energy and water efficiency of the community's residential, commercial, and institutional building stock.

Iowa City received partial credit for one of the





CLIMATE & ENERGY

Objective Analysis, continued

three CE-5 outcomes by demonstrating a small increase in green certified non-residential buildings. The City is also promoting resource efficiency through programs like the Energy Efficiency Program, which completes 20-35 rehabilitation projects annually. Also, when replacing major heating or air conditioning systems, the City requires energy efficient HVAC systems.

To improve, the city could create incentives for constructing green buildings and adopt a building energy efficiency plan to improve the energy and water efficiency of commercial, residential, and institutional buildings in the community.

CE-6: RESOURCE EFFICIENT PUBLIC INFRASTRUCTURE

2/10 points

CE-6 deals with resource use in local public infrastructure, such as landfills, power plants, public transit systems, waste and water facilities, and streetlights and traffic signals. The City only

applied for credit in one measure. In responding to Action 9: Make specific upgrades to infrastructure systems that will increase energy and water efficiency, Iowa City received credit for replacing 300 streetlights with LEDs. The City plans on eventually replacing all 3,500 lights in the jurisdiction.

To improve further, the city could develop targeted strategies for improving resource efficiency in public infrastructure and adopt codes that increase this efficiency.

CE-7: WASTE MINIMIZATION

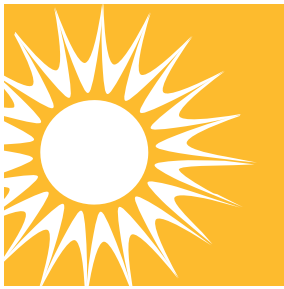
4.7/15 points

Iowa City received credit for completing seven of the nine available action measures, including actions such as incentivizing roofers to recycle shingles and providing curbside recycling. To reduce waste further, the city could adopt a waste management plan that sets strategic targets for local waste minimization and diversion.

CLIMATE & ENERGY HIGHLIGHTS:

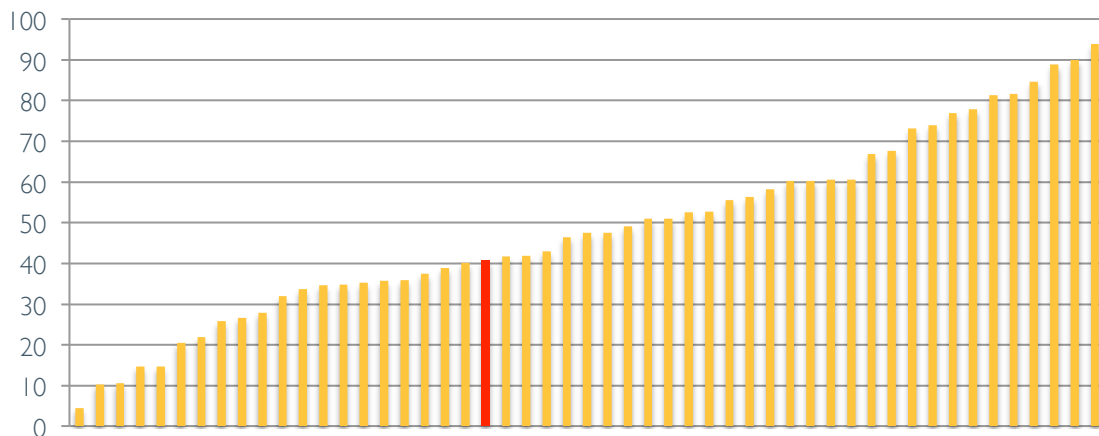
- **35.97%** of Iowa City's energy comes from renewable resources
- The City has replaced **300 streetlights** with LED bulbs and plans to switch all 3,500 lights over the next few years.



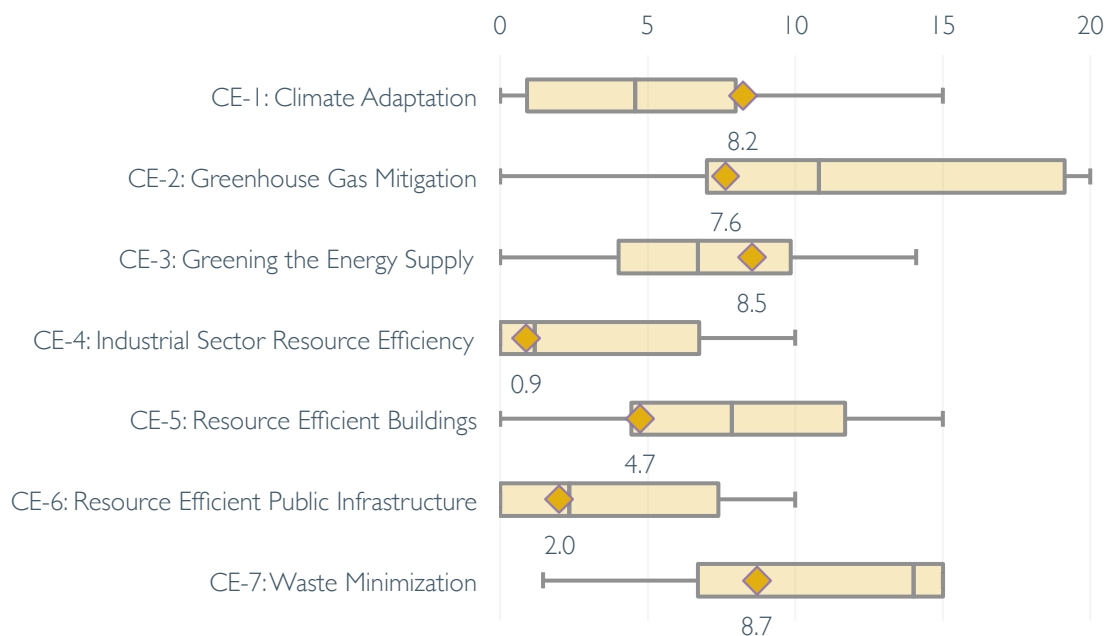


CLIMATE & ENERGY Comparative Analysis

The graphs below show how Iowa City's Climate & Energy total score and objective scores compare to those from other certified communities. The only objective where Iowa City's score fell in the top 25th percentile is CE-1: Climate Adaptation. Iowa City fell in the bottom 50th percentile of all communities in CE-2: Greenhouse Gas Mitigation, CE-4: Industrial Sector Resource Efficiency, CE-5: Resource Efficient Buildings, CE-6: Resource Efficient Public Infrastructure, and CE-7: Waste Minimization. These all represent areas for significant improvement.



Graph 8: Iowa City's Climate & Energy total score in red, as compared to all Certified STAR Communities.



Graph 9: Iowa City's objective scores for Climate & Energy, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





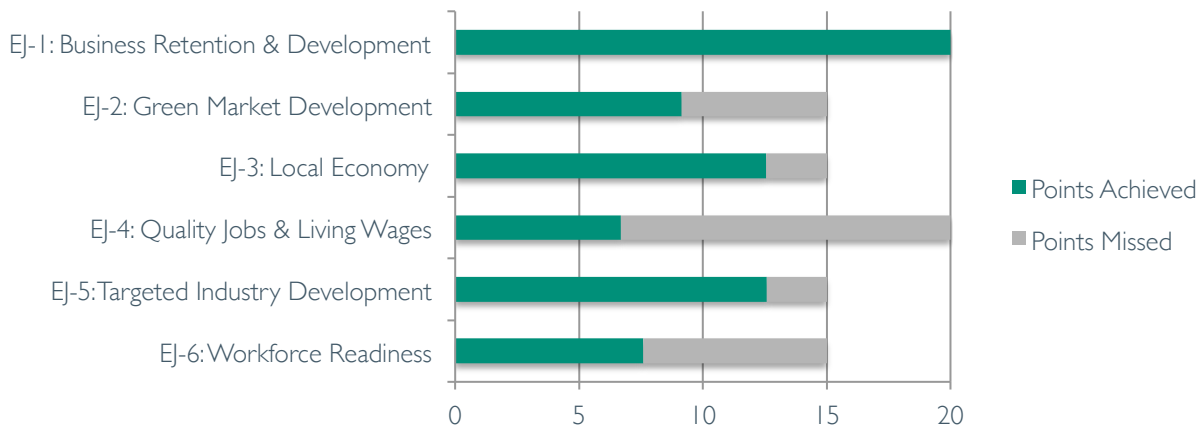
ECONOMY & JOBS Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EJ-1	Business Retention & Development: Foster economic prosperity and stability by retaining and expanding businesses with support from the business community	20
EJ-2	Green Market Development: Increase overall market demand for products and services that protect the environment	15
EJ-3	Local Economy: Create an increasingly self-reliant community through a robust local economy with benefits shared by all	15
EJ-4	Quality Jobs & Living Wages: Expand job opportunities that support upward economic mobility and provide sufficient wages so that working people and their families can afford a decent standard of living	20
EJ-5	Targeted Industry Development: Increase local competitiveness by strengthening networks of businesses, suppliers, and associated institutions	15
EJ-6	Workforce Readiness: Prepare the workforce for successful employment through increasing attainment of post-secondary education and improving outcomes of workforce development programs	15

Table 6: Objectives within Economy & Jobs and their associated points.

Iowa City achieved 68.6 out of the available 100 points for the Economy & Jobs goal area. The City performed exceptionally well in EJ-1: Business Retention & Development, receiving full credit for the objective. There is opportunity for improvement in all other objectives, especially EJ-2: Green Market Development, EJ-4: Quality Jobs & Living Wages, and EJ-6: Workforce Readiness.



Graph 10: Iowa City's Economy & Jobs performance by objective.





ECONOMY & JOBS

Objective Analysis

EJ-1: BUSINESS RETENTION & DEVELOPMENT

20/20 points

Iowa City received full credit in EJ-1 by meeting the thresholds in the three outcome measures. The City demonstrated an increase in employment, total sales, and the number of local businesses established in recent years. The City also met eight of the nine action measures.

EJ-2: GREEN MARKET DEVELOPMENT

9.1/15 points

Iowa City received full credit in the first outcome, Community Resource Efficiency, by demonstrating a 25.1% decrease in GHG intensity over time. Partial credit was achieved in outcome 2 by showing a small increase in the construction of non-residential green buildings and in outcome 3 by showing an increase in fuel-efficient and alternative fuel vehicle ownership.

While the City does have an economic development strategy currently in place, it could consider adding a green market development component to the plan. The City could also consider leading by example by adopting a green purchasing policy.

EJ-3: LOCAL ECONOMY

12.6/15 points

Iowa City met the thresholds for both outcome measures by showing that 51.6% of import sectors have increasing location quotients over the past 3 years and that deposits to local financial institutions increased 23.3% over the past three years. This strong performance is supported by actions such as the Downtown Iowa City Market Niche Analysis project and the "Buy Here" educational programs.

To improve, the City could adopt a policy to buy locally produced goods and incentivize other anchor institutions to do the same.

EJ-4: QUALITY JOBS & LIVING WAGES

6.7/20 points

Iowa City did not meet either of the two outcome measures in EJ-4, which ask communities to increase real median household income over time and demonstrate that 80% of households meet or exceed the living wage standard.

The City received credit for education and outreach efforts that support living wage campaigns in the community, and for job training and assistance programs for employees and employers in professions or sectors where wages are below the living wage.

There are several steps the City could consider to improve in this goal area such as adopting a living wage policy and putting into place family friendly workplace policies for government employees.

EJ-5: TARGETED INDUSTRY DEVELOPMENT

12.6/15 points

Iowa City identified three targeted industries in which to demonstrate progress for the outcome measures: professional scientific and technical services, educational services, and manufacturing. All three industries showed an increase in the number of businesses and the number of employees in the three years of the reporting period.

Several action steps have been taken to support these targeted industries. Surveys such as the 2014 Regional Existing Industry Report help the





ECONOMY & JOBS

Objective Analysis, continued

City to better understand what resources are needed and to be strategic about policy and program planning and decisions.

EJ-6: WORKFORCE READINESS

7.6/15 points

Iowa City received credit for one of the two outcome measures by demonstrating a 78% completion rate for the GAP Tuition Assistance and Kirkwood Pathways for Academic Career Education and Training (KPACE). Programs at Kirkwood Community College and groups like Iowa's Creative Corridor Regional Workforce Planning Committee support the progress in workforce readiness outcomes.

To improve in this objective, Iowa City could adopt a workforce development strategy, align economic development goals with workforce training, and invest and expand workforce training in local community college programs.

ECONOMY & JOBS HIGHLIGHTS:

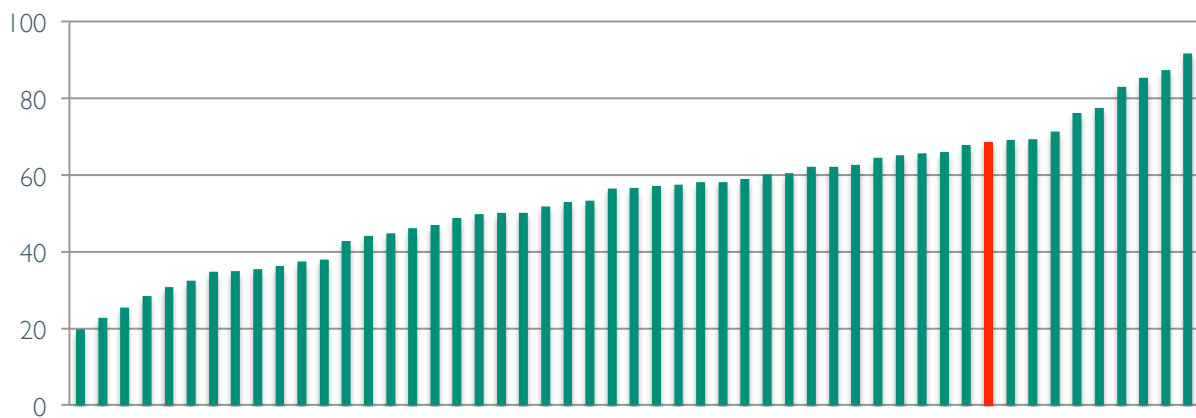
- Over **150 businesses** were created in Iowa City from 2011-2013
- **25.1%** decrease in Greenhouse Gas Intensity from 2008-2013





ECONOMY & JOBS Comparative Analysis

The graphs below show how Iowa City's Economy & Jobs total score and objective scores compare to those from other certified communities. Iowa City fell in the top 25th percentile for EJ-3: Local Economy and EJ-4: Quality Jobs & Living Wages, two areas that communities often score low in. Despite the comparatively high score, there is still room to improve in EJ-4, as well as in EJ-2: Green Market Development and EJ-6: Workforce Readiness.



Graph 11: Iowa City's Economy & Jobs total score in red, as compared to all Certified STAR Communities.



Graph 12: Iowa City's objective scores for Economy & Jobs, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





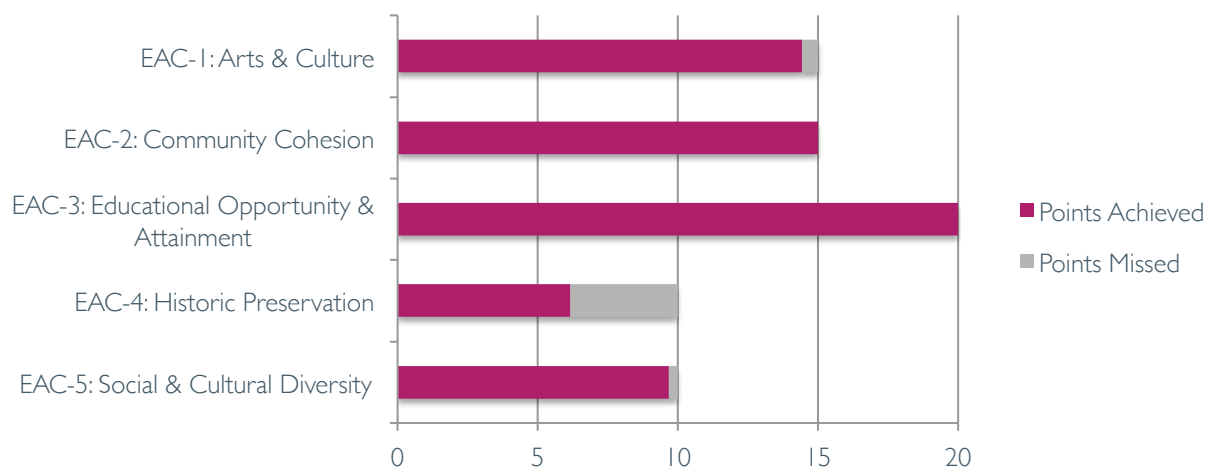
EDUCATION, ARTS & COMMUNITY Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EAC-1	Arts & Culture: Provide a broad range of arts and cultural resources and activities that encourage participation and creative self-expression	15
EAC-2	Community Cohesion: Ensure a cohesive, connected community through adequate venues for community interaction, community building activities and events, and the sharing of information about community issues and services	15
EAC-3	Educational Opportunity & Attainment: Achieve equitable attainment of a quality education for individuals from birth to adulthood	20
EAC-4	Historic Preservation: Preserve and reuse historic structures and sites to retain local, regional, and national history and heritage, reinforce community character, and conserve resources	10
EAC-5	Social & Cultural Diversity: Celebrate and respect diversity and represent diverse perspectives in community decision-making	10

Table 7: Objectives within Education, Arts & Community and their associated points.

Iowa City achieved 65.3 out of the 70 possible points in Education, Arts & Community, which represents 93% of the available points. The City performed well across the board, and received full credit in EAC-2: Community Cohesion and EAC-3: Educational Opportunity & Attainment. EAC-4: Historic Preservation offers the most room for improvement.



Graph 13: Iowa City's Education, Arts & Community performance by objective.





EDUCATION, ARTS & COMMUNITY Objective Analysis

EAC-1: ARTS & CULTURE

14.4/15 points

Iowa City received full credit in outcome one by demonstrating that 5% of the businesses in the community are in the creative industries and partial credit in outcome two by showing that 59% of adults attend a live performing arts event annually. The City supports the arts community through initiatives such as the Old Capitol Cultural District and Iowa River District and by working with the Iowa Cultural Corridor Alliance and the Summer of the Arts program. To improve, the city could adopt a percent-for-art ordinance.

EAC-2: COMMUNITY COHESION

15/15 points

Full credit was received in this objective by achieving one of the outcomes and all ten local actions. 100% of Iowa City residents live within a mile of a community venue. The actions included zoning changes that created hundreds of community gardens including the 36 plots at Chadik Park, structurally and financially supporting the Iowa City Neighborhood Council, and education efforts performed by the Office of Neighborhood Outreach.

EAC-3: EDUCATIONAL OPPORTUNITY & ATTAINMENT

20/20 points

Iowa City received full credit for this objective by

meeting the thresholds in the graduation rate and graduation rate equity outcome measures. The City also met all eight action measures, by creating an inclusive community in the school system through the Comprehensive School Improvement Plan Advisory Committee, providing several after school and summer programs for youth, and providing alternative pathways to graduation.

EAC-4: HISTORIC PRESERVATION

6.2/10 points

EAC-4 was the lowest performing objective in this goal area, although Iowa City still received over half of the available points. The City's commitment to historic preservation is seen through its eight historic districts. Actions such as the 2008 Iowa City Historic Preservation Plan and the Historic District and Conservation District Overlay are important components to support this work. To improve, the City could track data to show the economic impact of historic preservation and provide financial assistance to low-income households facing rising housing costs.

EAC-5: SOCIAL & CULTURAL DIVERSITY

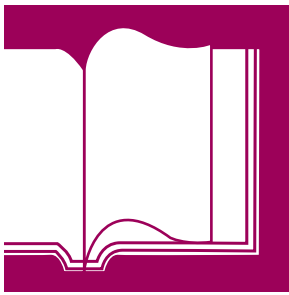
9.7/10 points

Iowa City received credit for outcome one by providing examples of ten local events that celebrate different social/cultural groups. The City also received credit for eight of the nine actions, such as the 2013 City of Iowa City Equity Report.

EDUCATION, ARTS & COMMUNITY HIGHLIGHTS:

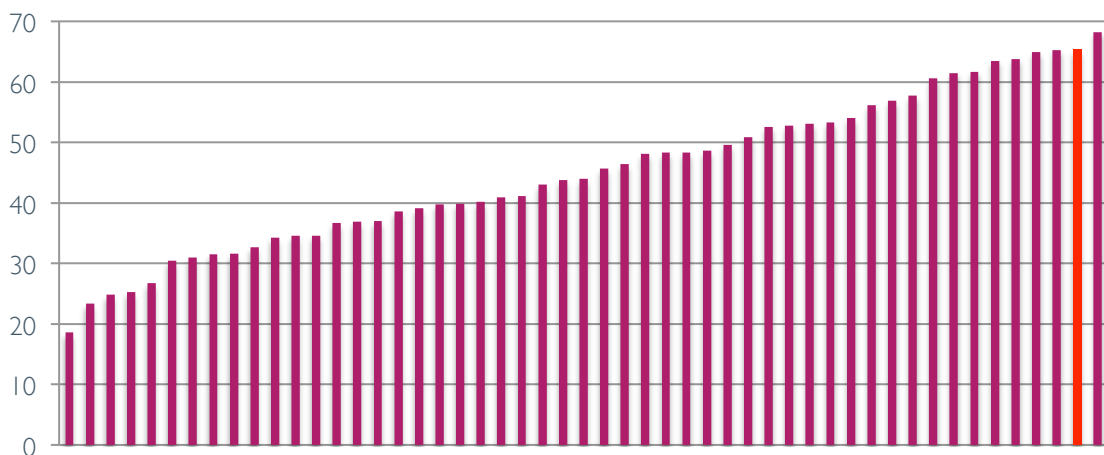
- **100%** of residents live within one mile of a community venue
- Over **140** community garden plots are available to residents in parks and other locations around the City



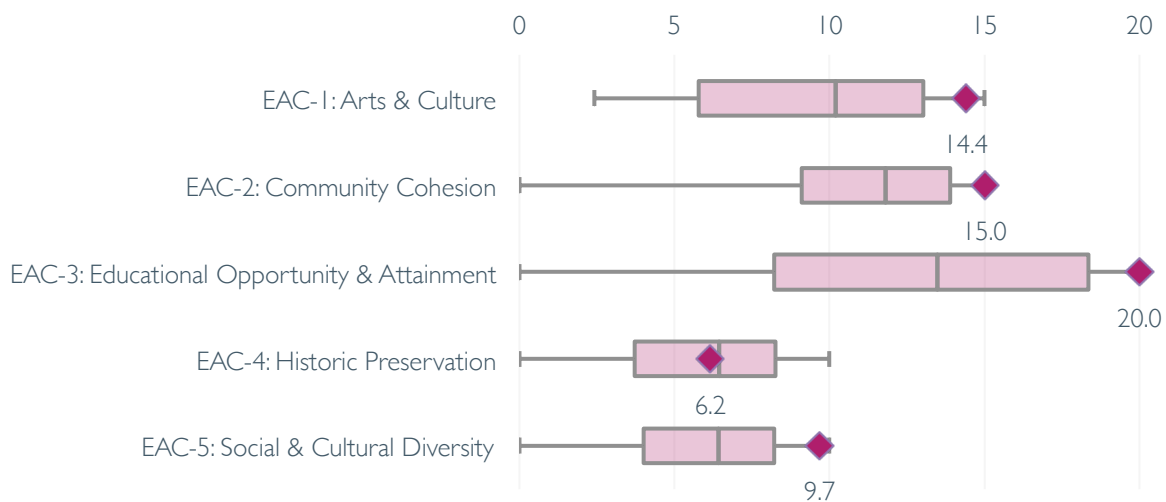


EDUCATION, ARTS & COMMUNITY Comparative Analysis

The graphs below show how Iowa City's Education, Arts & Community total and objective scores compare to those from other certified communities. Iowa City received the second highest overall EAC score of all communities and scored in the top 25th percentile in four of the five objectives in this goal area. Iowa City's EAC-4: Historic Preservation score fell just below the median score and thus represents the area with the highest opportunity for improvement.



Graph 14: Iowa City's Education, Arts & Community total score in blue, as compared to all Certified STAR Communities.



Graph 15: Iowa City's objective scores for Education, Arts & Community, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





EQUITY & EMPOWERMENT

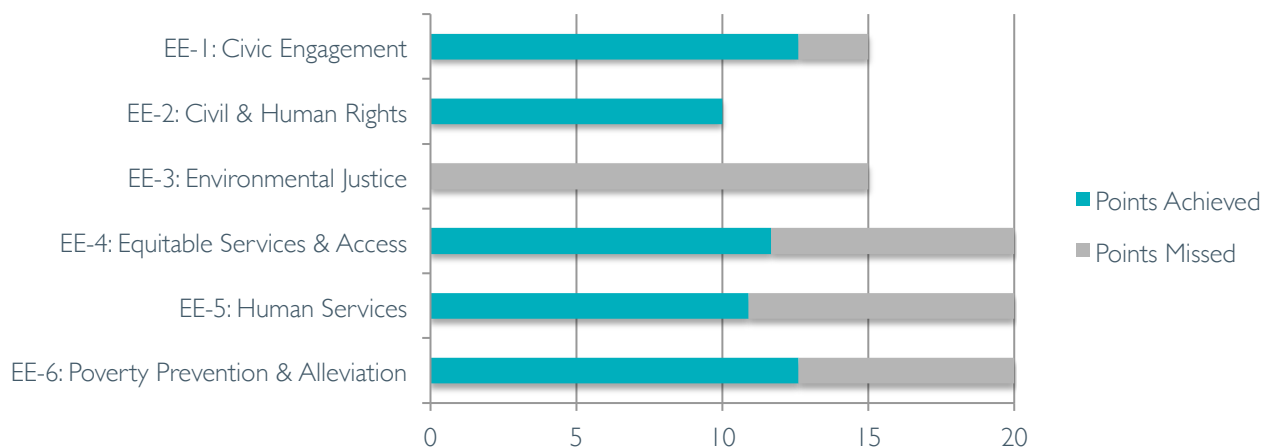
Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
EE-1	Civic Engagement: Improve community well-being through participation in local decision-making and volunteering with community organizations	15
EE-2	Civil & Human Rights: Promote the full enjoyment of civil and human rights for all residents in the community	10
EE-3	Environmental Justice: Reduce polluted and toxic environments with an emphasis on alleviating disproportionate health hazards in areas where low-income residents and persons of color live	15
EE-4	Equitable Services & Access: Ensure equitable access to foundational community assets within and between neighborhoods and populations	20
EE-5	Human Services: Ensure high quality human services programs are available and utilized to guarantee basic human needs so that all residents lead lives of dignity.	20
EE-6	Poverty Prevention & Alleviation: Prevent people from falling into poverty and proactively enable those who are living in poverty to obtain greater, lasting economic stability and security	20

Table 8: Objectives within Equity & Empowerment and their associated points.

Iowa City achieved 57.8 out of 100 points in Equity & Empowerment. Most points came from the process-based objectives of EE-1: Civic Engagement and EE-2: Civil & Human Rights. All other objectives offer significant opportunity for Iowa City to improve.



Graph 16: Iowa City's Equity & Empowerment performance by objective.





EQUITY & EMPOWERMENT

Objective Analysis

EE-1: CIVIC ENGAGEMENT

12.6/15 points

Over 40% of Iowa City residents volunteered in 2013, which demonstrated a commitment to volunteerism and met the threshold for outcome two. The City also completed eight of the nine action measures, receiving credit for policies that encourage diversity on local boards, training public employees on racial equity, and providing volunteer opportunities such as the Iowa City Stormwater Volunteer Program.

EE-2: CIVIL & HUMAN RIGHTS

10/10 points

Iowa City received full credit in EE-2 by meeting the outcome measure that asks communities to demonstrate that all civil and human rights complaints in the jurisdiction have been addressed in a timely and appropriate manner. The City also received credit for all seven action measures.

Iowa City has long been committed to civil and human rights and was one of the first communities in Iowa to establish a Human Rights Office in 1963. This commitment is reflected in the City's code in Title 2, which provides a mechanism for redressing civil rights violations in the areas of employment, public accommodation, credit, education, and housing for protected classes.

EE-3: ENVIRONMENTAL JUSTICE

0/15 points

Iowa City did not pursue any of the measures in EE-3. The city should begin by assessing whether there are any brownfields or other sites in the community with disproportionate health impacts on low-income populations or people of color.

If there are environmental justice sites present in the community, the City could form an Environmental Justice Collaborative Group to determine, assess, and develop strategies to address each of the specific sites. In addition, the City might work with state agencies to address the pollution or toxins present.

EE-4: EQUITABLE SERVICES & ACCESS

11.7/20 points

The intent of EE-4 is to demonstrate that all populations and neighborhoods have equitable access to vital services and community assets. Iowa City did not submit for the outcome measure of this objective, which requires a spatial analysis of services and assets, but they did receive credit for six of the eight actions.

Key programs and collaborations, such as those in the Iowa City Library Outreach Program with the Iowa City Community School District and the Neighborhood Centers of Johnson County, help to increase access to important services. In addition, Resolution 15-57 commits the City to ensure inclusive outreach and engagement with all of the community for public processes.

EE-5: HUMAN SERVICES

10.9/20 points

Iowa City received credit in this objective for community efforts such as the Hunger Task Force and other educational programs. There is opportunity to improve in this objective; a first step could be to conduct a community needs assessment to establish a baseline of populations and needs. This assessment could then be used to develop a plan and policies to improve access to and quality of human services.





EQUITY & EMPOWERMENT

Objective Analysis, continued

EE-6: POVERTY PREVENTION & ALLEVIATION

12.6/20 points

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

Actions being taken in Iowa City include the Johnson County Local Coordinating Board, a partnership between public, private, and faith leaders that works to reduce poverty. In addition, the Johnson County General Assistance and Interim Assistance Reimbursement Programs provide short-term monetary help to residents not eligible for other government programs who are in extreme financial crisis. These programs have helped over 650 individuals in the past three years.

EQUITY & EMPOWERMENT HIGHLIGHTS:

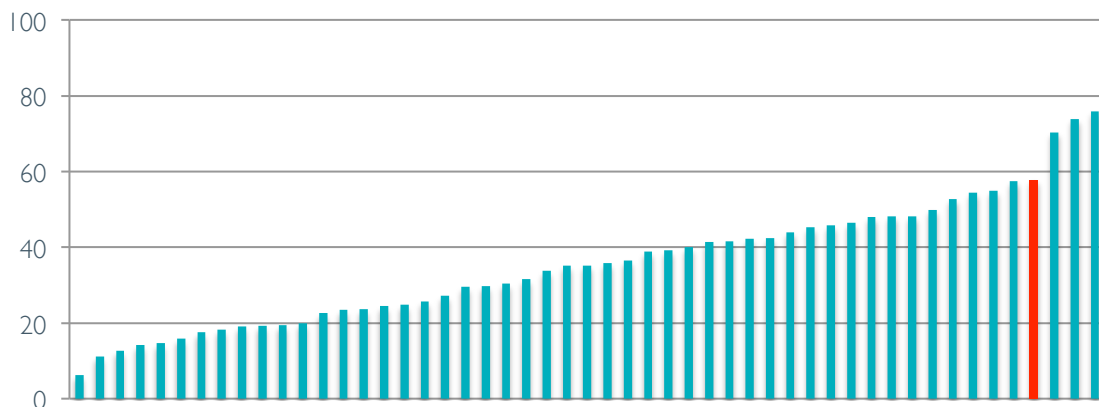
- Over **40%** of Iowa City residents volunteered in 2013
- Iowa City was one of the first communities in Iowa to establish a **Human Rights Office** in 1963
- Over **650 individuals** have received assistance in the past 3 years through the Johnson County General Assistance and Interim Assistance Reimbursement Programs



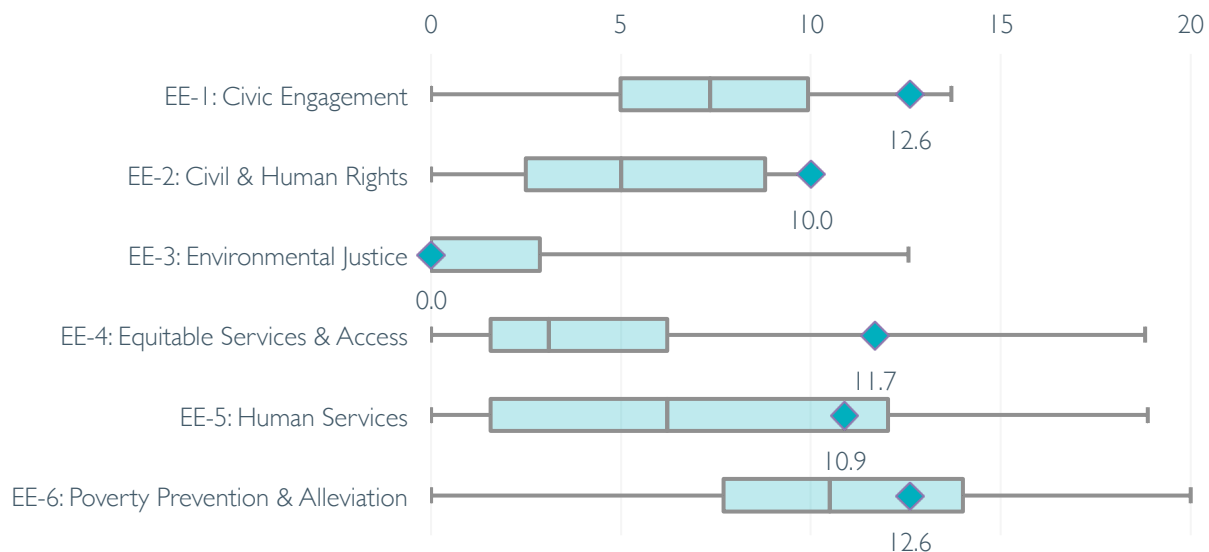


EQUITY & EMPOWERMENT Comparative Analysis

The box-and-whisker graph below shows how Iowa City's Equity & Empowerment objective scores compare to those from other certified communities. This is a goal area that many communities struggle with, but as the graph below shows, Iowa City has the 4th highest point total out of all certified communities. Iowa City is in the top 25th percentile in EE-1: Civic Engagement, EE-2: Civil & Human Rights, and EE-4: Equitable Services & Access. There is opportunity for improvement across the board, especially in EE-3: Environmental Justice.



Graph 17: Iowa City's Equity & Empowerment total score in red, as compared to all Certified STAR Communities.



Graph 18: Iowa City's objective scores for Equity & Empowerment, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





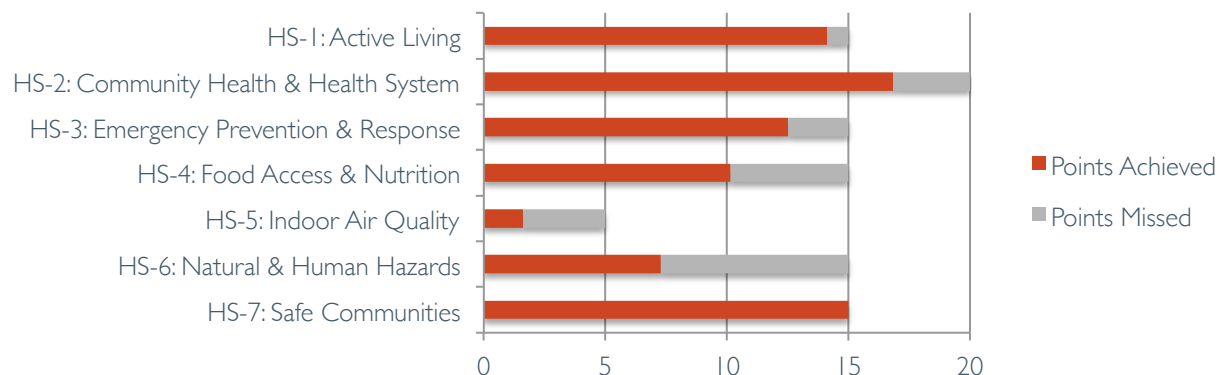
HEALTH & SAFETY Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
HS-1	Active Living: Enable adults and kids to maintain healthy, active lifestyles by integrating physical activity into their daily routines	15
HS-2	Community Health & Health System: Achieve positive health outcomes and minimize health risk factors through a high quality local health care system that is accessible and responsive to community needs	20
HS-3	Emergency Prevention & Response: Reduce harm to humans and property by utilizing long-term preventative and collaborative approaches to avoid emergency incidents and minimize their impacts	15
HS-4	Food Access & Nutrition: Ensure that adults and children of all income levels have opportunities to learn about nutritious eating and have physical and economic access to fresh, healthful food	15
HS-5	Indoor Air Quality: Ensure that indoor air quality is healthy for all people.	5
HS-6	Natural & Human Hazards: Reduce vulnerability to all hazards, secure critical infrastructure, and ensure that communities are prepared to effectively respond to and recover from crisis.	15
HS-7	Safe Communities: Prevent and reduce violent crime and increase perceptions of safety through interagency collaboration and with residents as empowered partners	15

Table 9: Objectives within Health & Safety and their associated points.

Iowa City achieved 77.5 out of 100 available points in the Health & Safety goal area. The City scored well in multiple objectives, including HS-1: Active Living, HS-2: Community Health & Health Systems, HS-3: Emergency Prevention & Response, and HS-7: Safe Communities.



Graph 19: Iowa City's Health & Safety performance by objective.





HEALTH & SAFETY

Objective Analysis

HS-1: ACTIVE LIVING

14.1/15 points

Iowa City met the STAR threshold in one of the two outcomes by demonstrating that only 83% of adults reported leisure time physical activity in the past month, exceeding the 79% threshold. Regulatory strategies such as the City's Complete Street Policy and End of Trip Facilities Policy make walking and biking in the community easier by ensuring there are facilities for these activities.

HS-2: COMMUNITY HEALTH & HEALTH SYSTEMS

16.8/20 points

Full or partial credit was received on all four outcome measures, contributing to Iowa City's high performance in HS-2. Outcomes 1-3 ask the community to demonstrate it is a Top U.S. Performer for Health Outcomes, Health Behavior, and Clinical Care. The fourth outcome asks that at least one hospital be recognized by the joint commission as a top performer—Mercy Hospital met this criteria.

To support this progress, Iowa City performed its first community health needs assessment in 2010, and then used the results to guide the development of a Health Improvement Plan. Every year, the assessment is updated by the Johnson County Public Health Department, which collaborates with community groups such as the Alliance for Healthy Living to address specific health issues like obesity.

HS-3: EMERGENCY PREVENTION & RESPONSE

12.5/15 points

Iowa City's emergency services are committed to protecting their citizens and this is seen in an ISO

Class 2 rating for fire protection. The City of Iowa City Emergency Operations Plan adopted in 2012 supports and coordinates the efforts made by the City's emergency services. The City also works with entities outside its jurisdiction through partnerships with the Iowa Mutual Aid Compact and the Johnson County Emergency Management Agency Commission.

HS-4: FOOD ACCESS & NUTRITION

10.2/15 points

Iowa City is actively working to increase access to fresh food for its residents and was able to demonstrate progress in three of the four outcome measures. The City demonstrated a 0.22% increase in residents within ¼ mile walk to a fresh food market and that 100% of farmers markets accept WIC or SNAP. There are also 146 community gardens in the jurisdiction.

The City has removed barriers to access fresh fruits and vegetables through two zoning adjustments: Farmer's Markets in Public Zones and Rural Residential Zones. To move further in this objective, the City could consider adopting menu labeling regulations or providing incentives for healthful retail food outlets or mobile vendors to locate in underserved areas.

HS-5: INDOOR AIR QUALITY

1.6/5 points

Iowa City did not submit for either of the two outcome measures, which ask communities to address indoor air quality complaints in schools and the broader community. The City does have some actions in place such as the Smokefree Air Act, an Indoor Air Quality code that allows landlords to create smoke free rooms, and free radon kits provided by Johnson County Public Health.





HEALTH & SAFETY

Objective Analysis, continued

To improve in this objective, the City could begin to track indoor air quality complaints and how they are addressed.

HS-6: NATURAL & HUMAN HAZARDS 7.27/15 points

The main hazard that Iowa City faces is flooding; in recent years, steps have been taken to secure homes and critical infrastructure from this hazard. The number of buildings and critical infrastructure located in high flood risk zones that were below code standards has decreased in recent years. 154 homes and 10 pieces of critical infrastructure have been upgraded since 2008.

To improve, the City could integrate hazard planning in all local plans and adopt zoning to limit development in high hazard areas.

HS-7: SAFE COMMUNITIES 15/15 points.

Iowa City received full credit in this objective by meeting both outcomes. The city demonstrated that violent crime rates and school violence rates are below nationally established thresholds.

HEALTH & SAFETY HIGHLIGHTS:

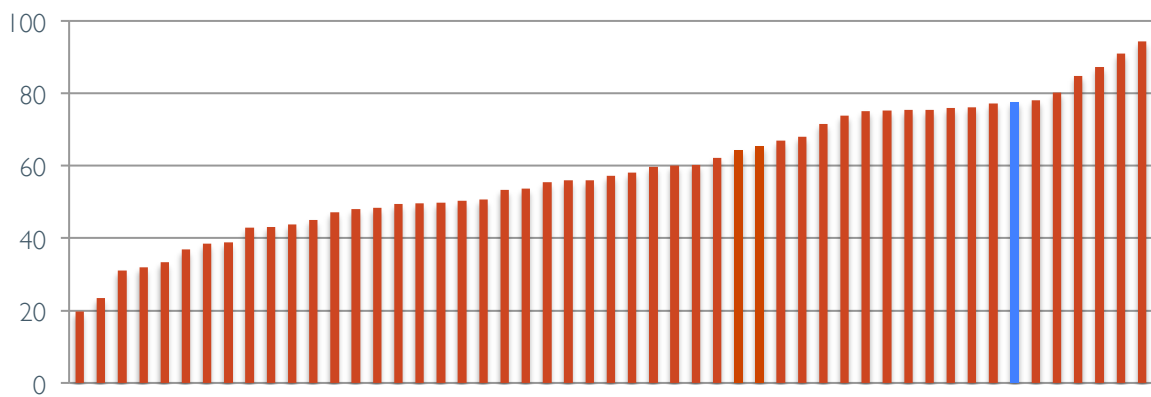
- **83% of adults** report leisure time physical activity in the past month
- **100%** of farmers markets accept WIC or SNAP and there are **146** community gardens in the jurisdiction
- Iowa City has made major steps to remove homes and infrastructure from flood hazard zones since 2008—**154 homes and 10 pieces of critical infrastructure**





HEALTH & SAFETY Comparative Analysis

The graphs below show how Iowa City's Health & Safety total score and objective scores compare to those from other certified communities. No objective scores fell in the bottom 50th percentile of scores. Two objectives had scores in the top 25th percentile: HS-1: Active Living and HS-7: Safe Communities. There is some room for improvement in most objectives.



Graph 20: Iowa City's Health & Safety total score in blue, as compared to all Certified STAR Communities.



Graph 21: Iowa City's objective scores for Health & Safety, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





NATURAL SYSTEMS

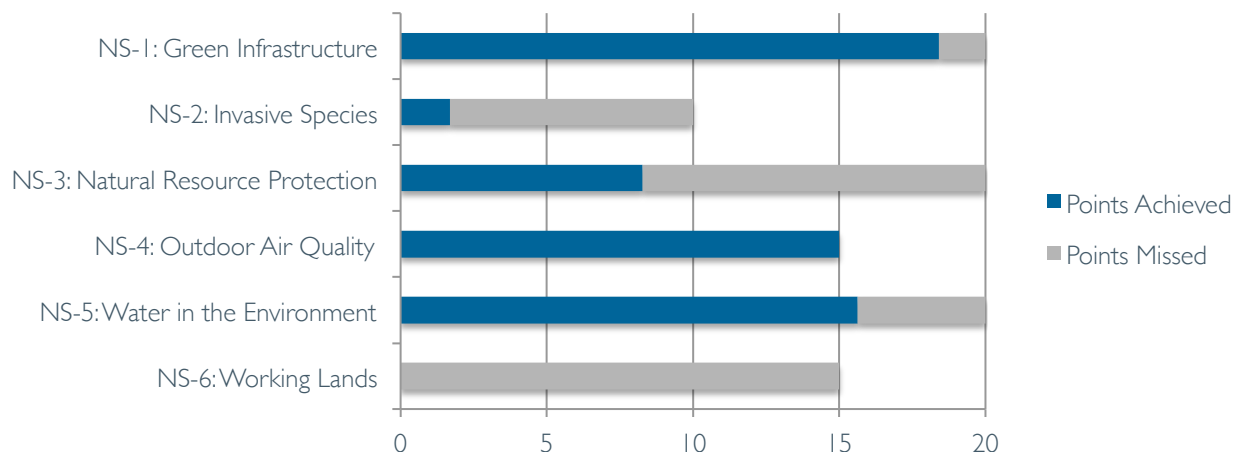
Overview

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

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

Table 10: Objectives within Natural Systems and their associated points.

Iowa City achieved 59 of the 100 available points in Natural Systems goal area. The City did very well in NS-1: Green Infrastructure and NS-4: Outdoor Air Quality. Other objectives, such as NS-2: Invasive Species and NS-6: Working Lands offer plenty of room for improvement.



Graph 22: Iowa City's Natural Systems performance by objective.





NATURAL SYSTEMS

Objective Analysis

NS-1: GREEN INFRASTRUCTURE

18.4/20 points

Iowa City met both outcome measures by demonstrating that 41.35% of the City's land area provides a green infrastructure benefit and that 93% of residents live within a ½-mile walk distance from a green infrastructure feature.

The City also received credit for over half of the action measures. One action that could help to guide and solidify the ongoing green infrastructure work is the development and adoption of a green infrastructure plan.

NS-2: INVASIVE SPECIES

1.68/10 points

No outcome measures were pursued in NS-2, which ask communities to track and report data for invasive species prevention, containment, and eradication. The City does have an invasive species management plan, but it only focuses on natural areas and not the community as a whole. To improve, the City could adopt a more robust and comprehensive invasive species plan, educate residents about the importance of using native plants, and adopt a native plant ordinance.

NS-3: NATURAL RESOURCE PROTECTION

8.3/20 points

Iowa City did not submit data for any of the outcome measures that ask communities to set preservation targets for natural areas, to preserve wetlands, to connect existing natural areas, and to restore natural areas.

In 2016, the City adopted the Iowa City Natural Areas Inventory, Management Needs, and Assessment, which surveys and outlines the City's

natural areas and details how to properly maintain them. This is an important component to protecting natural areas and tracking progress in restoring and maintaining the City's natural areas.

NS-4: OUTDOOR AIR QUALITY

15/15 points

The City received full credit in this objective by meeting the one outcome that asks communities to achieve attainment or maintenance status for all measured criteria pollutants. The thresholds are set by the EPA and are for pollutants such as lead, carbon monoxide, ozone, nitrogen dioxide, sulfur dioxide, and particulate matter.

NS-5: WATER IN THE ENVIRONMENT

15.6/20 points

Iowa City met the hydrological integrity outcome measure that asks communities to demonstrate they do not withdraw more water than enters the primary water source annually, but the City did not meet STAR standards for biological or chemical integrity of the water bodies. Credit was received in seven in the eight actions.

The City could consider developing and adopting a watershed management plan to address the needs of the community's water bodies and strategically improve their health.

NS-6: WORKING LANDS

0/15 points

Iowa City did not submit data for any of the outcome or action measures. The City did not see this objective as an area that applies to their jurisdiction. STAR is a national rating system and sometimes there are areas that will not apply to a community.





NATURAL SYSTEMS

Objective Analysis, continued

NATURAL SYSTEMS HIGHLIGHTS:

- **41.35 %** of Iowa City's land cover serves a green infrastructure function
- Iowa City is in attainment for all of the criteria pollutant standards set by the EPA

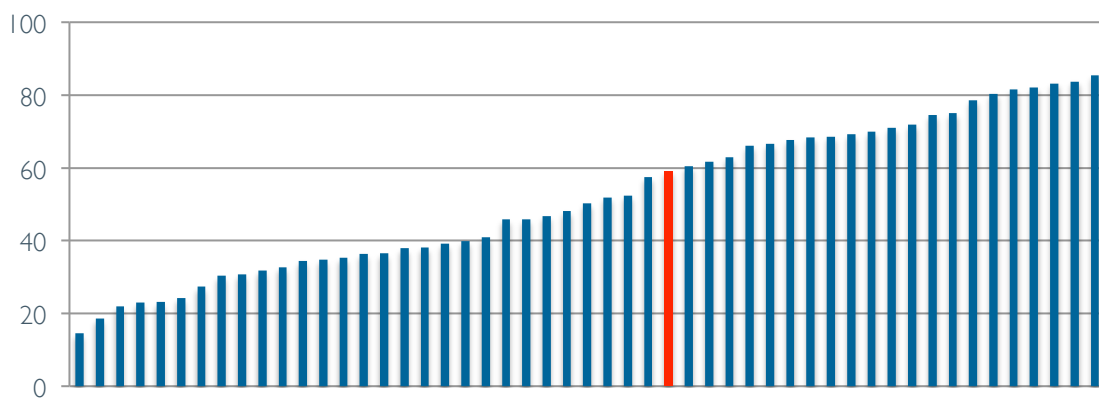




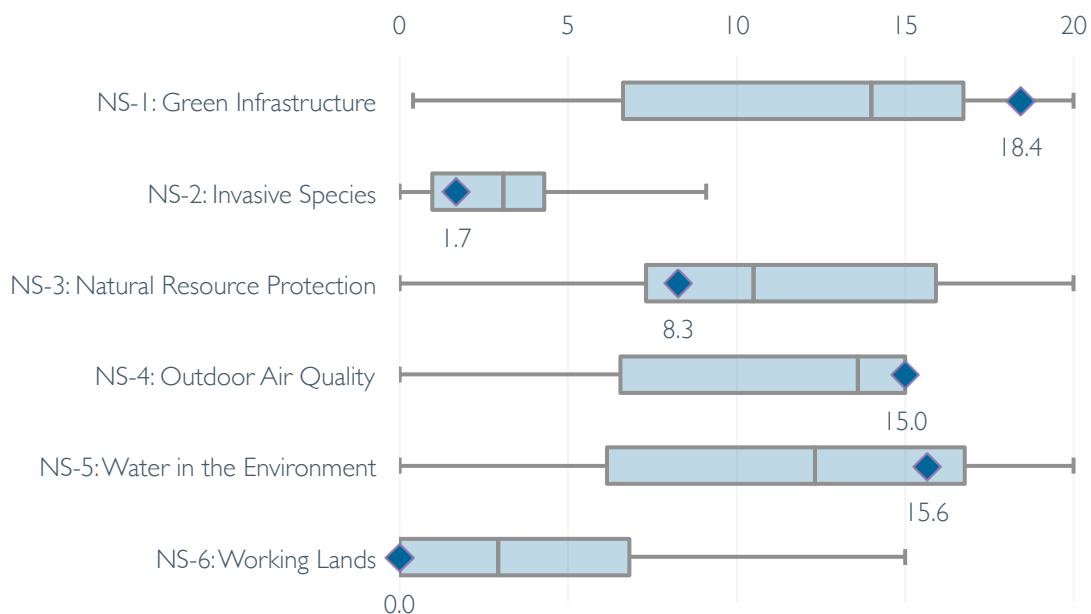
NATURAL SYSTEMS

Comparative Analysis

The graphs below show how Iowa City's Natural Systems total score and objective scores compare to those from other certified communities. Iowa City scored in the top 25th percentile in NS-1: Green Infrastructure and NS-4: Outdoor Air Quality. There is significant opportunity for improvement in the three objectives where Iowa City scored in the bottom 50th percentile of all certified communities: NS-2: Invasive Species, NS-3: Natural Resource Protection, and NS-6: Working Lands.

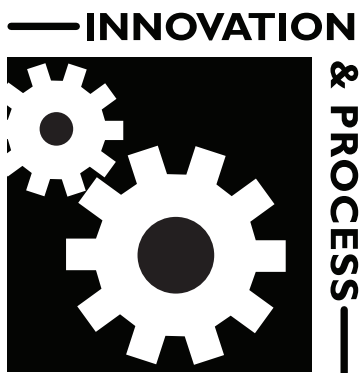


Graph 23: Iowa City's Natural Systems total score in red, as compared to all Certified STAR Communities.



Graph 24: Iowa City's objective scores for Natural Systems, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.





INNOVATION & PROCESS

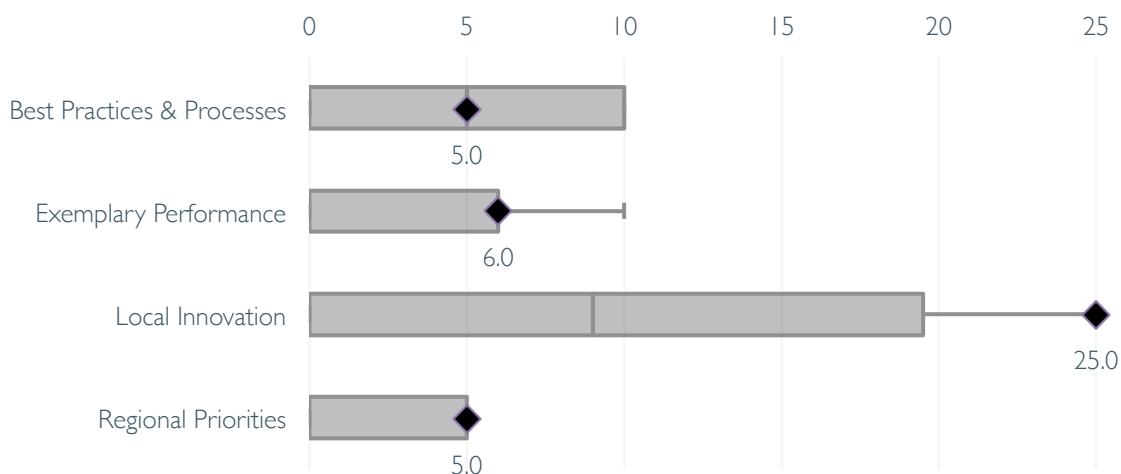
Overview

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

OBJECTIVE	PURPOSE & INTENT	AVAILABLE POINTS
IP-1	Best Practices & Process: Recognize important local government practices and processes that underpin the implementation of sustainability measures and accelerate community-scale achievement across STAR goal areas	10
IP-2	Exemplary Performance: Reward performance in community level outcome measures that significantly exceeds the evaluation criteria established by the existing STAR Community Rating System	10
IP-3	Local Innovation: Encourage and reward creative, effective approaches to enhancing a community's environmental, social and/or economic sustainability not reflected in existing STAR objectives or evaluation measures	25
IP-4	Regional Priorities: Encourage coordinated regional action on the sustainability issues of greatest importance to the region in which the jurisdiction resides	5

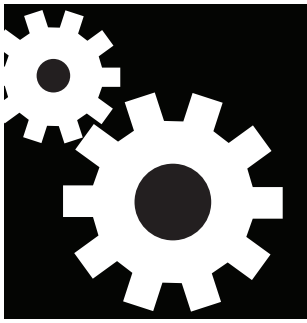
Table 11: Thematic areas within Innovation & Process and associated points.

Iowa City achieved 41 of the 50 available points by receiving credit in all four Innovation & Process credit areas, but especially by achieving full credit in Local Innovation and Regional Priorities.



Graph 25: Iowa City's Innovation & Process scores.





INNOVATION & PROCESS

Objective Analysis

IP-1: BEST PRACTICES & PROCESS

5/10 points

IP-1 looks for best practices and innovative strategies in comprehensive planning, public engagement, and codes and ordinances. Iowa City received credit by demonstrating the City's codes and ordinances utilize best practices and support progress in STAR's outcome measures.

The main example provided demonstrates how the Riverfront Crossings Plan first created a vision for a mixed-use and high-density neighborhood and then became a part of the code through the adoption of Riverfront Crossings Form Based Code in 2014. This follow through, as well as strong ordinances that support sustainability, helped the City to earn five points in IP-1.

IP-2: EXEMPLARY PERFORMANCE

6/10 points

IP-2 aims to reward communities for going above and beyond the national standards required by the STAR outcome measures. Iowa City submitted their exemplary performance in HS-3: Emergency Prevention & Response's Superior Fire Protection outcome measure for credit. The outcome asks for communities to achieve an ISO Rating of 4 or higher. Iowa City has an ISO Class 2 rating. In addition to this rating, the Fire Department was awarded Accredited Agency Status by the Commission on Fire Accreditation International (CFAI).

IP-3: LOCAL INNOVATION

25/25 points

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

Iowa City submitted six new measures under IP-3: four actions, one outcome, and one objective. Two actions fall under the Equity and Empowerment goal area and focus on expanded services for underserved populations through a photo identification program and the Housing First program.

The proposed objective focuses on "Municipal Finances" and suggests using local government's bond rating as an outcome measure.

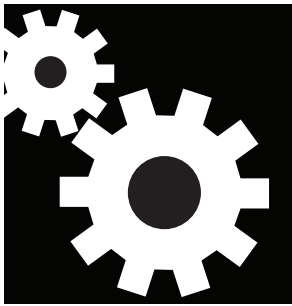
IP-4: REGIONAL PRIORITIES

5/5 points

Iowa City received full credit for IP-4, which asks communities to submit examples of regional collaboration. The City submitted the climate adaptation work they participate in through the Heartland Sustainability Regional Network.

The City also submitted their participation in the I-380 Corridor Transportation Study as a regional priority for expanded transportation choices.

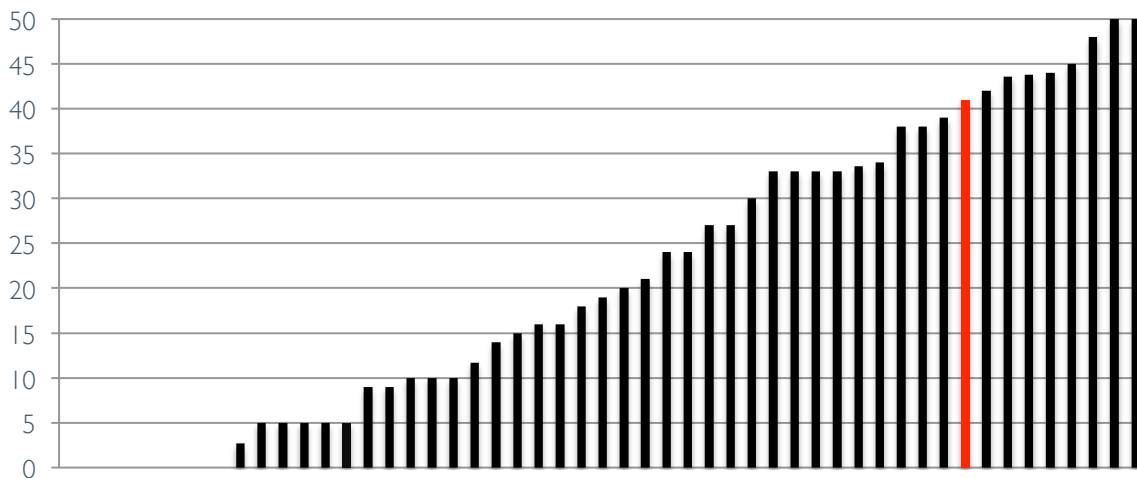




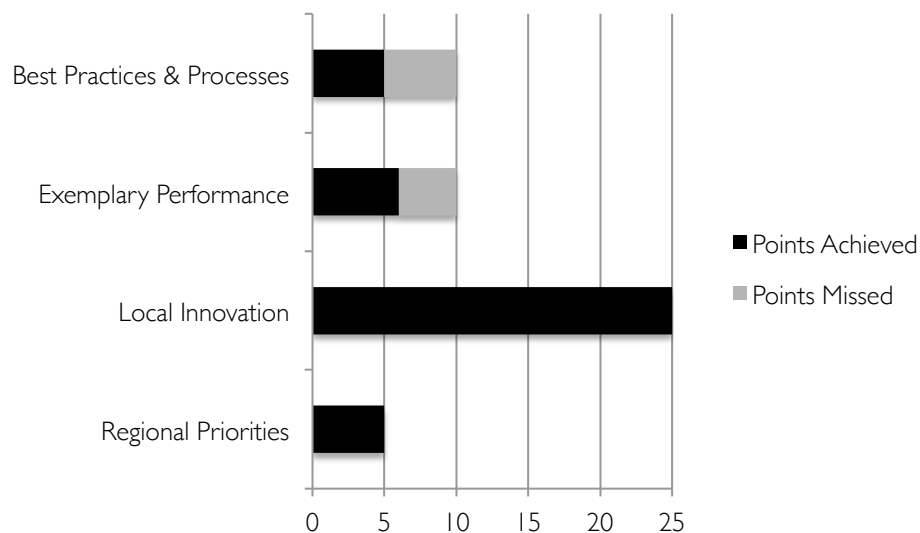
INNOVATION & PROCESS

Comparative Analysis

The graphs below show how Iowa City's Innovation & Process scores compare to those from other certified communities. Iowa City fell towards the higher end of the score spectrum by receiving full credit in IP-3: Local Innovation and IP-4: Regional Priorities.



Graph 26: Iowa City's Innovation & Process total score in red, as compared to all Certified STAR Communities.



Graph 27: Iowa City's Innovation & Process scores, as indicated by diamonds, overlaid on top of the combined percentile scores of all certified communities.



NEXT STEPS

Certification isn't the end of Iowa City's STAR Journey. The results of the assessment should provide insight to the current state of sustainability and ideas for improvement and next steps.

BENEFITS OF STAR CERTIFICATION

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

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

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

STRATEGIES FOR IMPROVEMENT

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

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

