2017 STAR Communities

STRATEGIC PLAN

STAR COMMUNITIES
Sustainability Tools for Assessing & Rating Communities

Set Goals. Measure Progress. Improve Your Community.

www.STARcommunities.org
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VISION STATEMENT

Our vision is for the STAR Community Rating System to serve as a catalyst and transformative tool toward more sustainable communities in the US and beyond.

MISSION STATEMENT

Our mission is to deliver national standards and strategies to advance sustainable communities.
CORE VALUES

Innovative
STAR Communities advances performance standards and strategies that support holistic approaches to local sustainability and inspire leadership, innovation and transformation.

Evidence-based and transparent
STAR Communities demonstrates that the STAR framework guides local leaders to more effective, inclusive decision-making and results in more livable, resilient and just communities.

Collaborative
STAR Communities leverages relationships and deepens partnerships to drive uptake and participation in STAR in order to advance the national sustainability movement.

Stakeholder driven
The STAR Community Rating System is built by and for local governments. STAR Communities engages local leaders in the evaluation and implementation of all programs and services in order to ensure that our work is aligned with the needs of cities, towns and counties.

Access the Rating System’s Guiding Principles [here](#)
The rating system’s development process spanned five years, from 2007-2012. Since STAR’s release in the fall of 2012, more than 60 communities have formally certified and hundreds have integrated the STAR framework into their work at the local level. Thousands around the globe have downloaded STAR, accessing the system’s standards and strategies for sustainable communities.

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<tr>
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<tbody>
<tr>
<td>Concept for STAR presented at Greenbuild Chicago</td>
<td>STAR Communities incorporates in the District of Columbia</td>
<td>Tacoma, WA is the first city to achieve a STAR Community Rating</td>
<td>STAR Communities receives its letter of determination from IRS and becomes an independent nonprofit organization</td>
<td>We reach 50 STAR Community Ratings!</td>
<td>We reach 60 STAR Community Ratings!</td>
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<td>STAR presented as a Clinton Global Initiative Commitment</td>
<td>STAR Version 1.0 is released</td>
<td>The STAR Pilot Program commences with 30+ communities</td>
<td>Version 2.0 released</td>
<td>We release the Climate Guide.</td>
<td>We release the Climate Guide.</td>
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<td>We release the Leading STAR Community Indicators with partner USDN</td>
<td>Indianapolis becomes the 1st US city to re-certify in STAR.</td>
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Our long-term goal is to ensure that STAR Communities remains innovative, effective, relevant and sustainable and that the STAR framework, with its companion annual reporting and certification programs, ultimately reach and empower 500+ US communities to become more sustainable, resilient, healthy and just.

We aim to reach 100 certified communities by 2020 and have at least 500 communities engaged in the STAR framework via our Basic Access and Full Access subscriptions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Total # of STAR Certified Communities</th>
<th>Total # of communities</th>
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<tbody>
<tr>
<td>2012</td>
<td>0</td>
<td>--</td>
</tr>
<tr>
<td>2013</td>
<td>1</td>
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</tr>
<tr>
<td>2014</td>
<td>19</td>
<td>75</td>
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<tr>
<td>2015</td>
<td>43</td>
<td>104</td>
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<td>2016</td>
<td>57</td>
<td>125</td>
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<tr>
<td>2017</td>
<td>70</td>
<td>150</td>
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<tr>
<td>2020</td>
<td>100</td>
<td>500</td>
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Our strategic goal is to deliver national standards and strategies that advance sustainable communities, while building a viable and enduring organization.

We will implement our strategic goal through implementation of 5 core strategies:

1. Deliver the Leading Framework for Sustainable Communities
2. Measure and Communicate STAR’s Impact on Community Conditions
3. Expand Participation and Depth of Engagement
4. Increase Financial Security
5. Support Organizational Capacity and Growth
Strategy 1: Deliver the Leading Framework For Sustainable Communities

1) STAR Communities will invest in user-friendly tools and technology platforms that support data driven decision-making in US cities and counties.
2) STAR Communities will evaluate its core programs to ensure that they provide optimal value to communities.
3) STAR Communities will offer technical assistance and support services to local governments and community-based stakeholders seeking to align with STAR.
4) STAR Communities will collaborate with thought leaders in local government and urban sustainability to ensure that the STAR framework is relevant, feasible, and timely.

Strategy 2: Measure and Communicate STAR’s Impact on Community Conditions

1) STAR Communities will conduct regular surveys of communities and stakeholders to receive feedback on STAR’s value and impact.
2) STAR Communities will review and analyze data collected through our reporting programs.
3) STAR Communities will set up internal processes to take into consideration feedback from surveys and data analysis.
4) STAR Communities will communicate the value proposition of the rating system to core customers and external audiences.

Strategy 3: Expand Participation and Depth of Engagement

1) STAR Communities will evaluate the rating system’s position in the marketplace to ensure it is the leading sustainability and accountability framework.
2) STAR Communities will develop a culture of mutual engagement with cities, towns and counties.
3) STAR Communities will empower community leaders to speak about STAR and their experiences to accelerate demand for certification and re-certification.
4) STAR Communities will support affiliates interested in using STAR to expand business opportunities.

5) STAR Communities will identify and build strategic partnerships to increase visibility of the rating system’s impact and to support the delivery and development of an effective framework.

**Strategy 4: Increase Financial Security**

1) STAR Communities will assess the revenue potential of all current and proposed programs.

2) STAR Communities will evaluate fee structures and mechanisms for engaging with users.

3) STAR Communities will expand philanthropic relationships.

4) STAR Communities will develop a major donor and sponsorship program.

**Strategy 5: Support Organizational Capacity and Growth**

1) STAR Communities will identify and fund the structural and/or staff changes that will be needed to execute the strategic plan goals.

2) STAR Communities will recruit and develop board members who can help us deliver on our strategic priorities.

3) STAR Communities will strengthen partnerships with organizations and funders that share our mission and core values.