visit California

# Resilience & Sustainability

Scorecard overview and methodology

JLL SEE A BRIGHTER WAY

May 2025

The development of these regional scorecards was funded by a State Tourism Grant awarded to Visit California as part of the U.S. Economic Development Administration's Travel, Tourism and Outdoor Recreation program. The program invested federal funds appropriated by the American Rescue Plan Act to support states and communities whose tourism economy was damaged by the COVID-19 pandemic.

The majority of the grant funds were used to directly support tourism recovery through marketing initiatives. With the EDA's oversight, a portion of the grant was directed to the development of these scorecards, which are designed to build a more resilient travel and tourism sector in California.

Visit California extends its gratitude to the diverse project teams, strategic partners and industry experts whose contributions were instrumental throughout the two-year process.


Hollywood Hills

# Overview

JLL's Global Tourism Advisory practice and Risklayer, a world-renowned specialist in resilience strategy and management, collaboratively designed the scorecard-driven methodology for evaluating destinations' resilience and sustainability that was utilized to assess each of California's 12 tourism regions. Underlying this methodology is the World Tourism Organization (UN Tourism)'s definition of sustainable tourism, which is "tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities."

The resilience and sustainability scorecard encompass qualitative and quantitative ratings across seven critical success factors (CSFs) for destination resilience and sustainability. Regional inputs are aligned to global standards — including the United Nations' Sendai Framework for Disaster Risk Reduction (SFDRR) and Sustainable Development Goals (SDGs) — across the seven CSFs for destination resilience and sustainability, as discussed further, below.

## Mapping destination critical success factors to global standards for resilience & sustainability

This process ties the above-referenced CSFs to globally recognized standards for resilience and sustainability, while contextualizing the criteria based on local destination attributes. In this regard, California-based SWCA Environmental Consultants has provided significant local expertise in crafting environmental recommendations and strategies.

Each of the seven critical success factors are built upon quantitative ratings stemming from climate and catastrophe risk modeling, environmental metrics and destination tourism indicators. Spatial data layers map out regional risk, resilience and sustainability and enable a comprehensive evaluation of tourism resilience and sustainability from disaster and climate impact to emissions levels to social challenges like crime and housing.

Additionally, 455 prior or ongoing studies covering resilience and sustainability initiatives (e.g., sustainability programs, destination stewardship plans, climate action plans, general plans) were reviewed as part of this process (see **Appendix 2 — Bibliography**). The insights gained and outcomes in process or accomplished were leveraged in our regional analyses.

The ratings and associated performance levels for each region represent a baseline for future improvement rather than a static outcome. While individual municipalities and destinations may exhibit momentum in achieving resilience and sustainability goals, it is rare that the wider regions have made significant progress as they have never acted collectively in this regard. The scorecards are intended to start a discussion on each region's long-term resilience and sustainability needs, not end it.

# Methodology

A detailed assessment based on quantitative and qualitative inputs was conducted for each region. This included international expertise on risk and resilience planning by **Risklayer**, as well as expertise by **SWCA Environmental Consultants**, a national leader in environmental management and consulting. Together, with the planning teams at JLL, a customized resilience and sustainability scorecard was prepared to provide foundational insights to help develop strategies to ensure long-term success of each region's tourism ecosystem.

## *Critical success factors*

The assessment is a multi-step process based on seven critical success factors (CSFs) for destination resilience and sustainability. The CSFs contain specific performance criteria, which are the basis for the evaluation and performance in specific categories and relate to global standards including the United Nations (UN) **Sustainable Development Goals** (SDG) and **Sendai Framework for Disaster Risk Reduction** (SFDRR).

According to the UN, the 17 Sustainable Development Goals and corresponding 169 targets set out a global framework to end extreme poverty, fight inequality and injustice and fix climate change by 2030. Tourism has the potential to contribute, directly or indirectly, to all the goals and it has been included as targets in goals 8, 12 and 14 on inclusive and sustainable economic growth, sustainable consumption and production and the sustainable use of oceans and marine resources, respectively.

According to the **UN Office for Disaster Risk Reduction**, the Sendai Framework for Disaster Risk Reduction provides UN member states with concrete actions to protect development gains from the risk of disaster. It recognizes that the member state has the primary role to reduce disaster risk, but that responsibility should be shared with other stakeholders, including local government, the private sector and other stakeholders.

These global benchmarks provide guidance for tourism organizations, operators and policymakers on resilience measures and sustainable practices and considerations "to make the appropriate and right choices to improve life, in a sustainable way, for future generations," according to **UN Tourism's** website.

The critical success factors for this project were based on these global standards and were translated to address California's local context and specifically contextualized to meet the needs for practical application of tourism stakeholders at the local level.

## *Quantitative approach - data layers*

The approach to quantitative ratings included evaluating spatial data layers and indicators relevant to each CSF and completing the analysis at the regional level. In the case of CSF2 and CSF4, the approach utilized desk top reviews of available plans (see **Appendix 2 — Bibliography**) and documents using a specific set of criteria. This approach is distinct in incorporating a document-based assessment to derive insights, rather than relying solely on spatial data analysis. The quantitative analysis shows the current state of the region in each CSF. Over 150 individual data points were included in the analysis. These data points were evaluated at the county and census tract levels.

All data layers used in this analysis were sourced from publicly available datasets and selected for their relevance to each of the CSF themes. They integrate global standards, such as FEMA's **National Risk Index** for different hazard types and ensembles of downscaled global climate models tailored for California, with Risklayer's localized modeling, combining diverse indicators to deliver

insights for each of the CSFs. These layers provide robust coverage across sectors, including hazard risks, climate change, emergency preparedness, social vulnerability, economic stability, community resilience, sustainable tourism and environmental conservation.

Each indicator and category were weighted based on their level of impact or importance. The weighting of individual indicators within each CSF composite index was guided by expert judgment, grounded in a thorough understanding of indicator quality and thematic relevance. Weights were assigned by risk and sustainability professionals familiar with the underlying data and context for each CSF, ensuring that each indicator's contribution was proportionate to its significance within the CSF. The relative number of indicators within each sub-index was also considered in the weight assignment to differentiate between indicators, particularly in data-rich areas, such as CSF1 where for example over 10 parameters were used to develop a single sub-index such as the climate change index (see **Appendix 1**). Finally, to avoid over-representation where indicators were found to be strongly correlated, their weights were adjusted downward to mitigate redundancy and preserve balance. While inherently subjective, the process followed a structured logic aimed at maximizing validity and interpretability of the composite indices.

The results of this process are produced in the form of an individual quantitative rating. Each individual data layer and composite rating for each CSF is visualized on the digital dashboard, allowing users to filter and select data by CSF groupings, thematic categories and regional specificity. A comprehensive list of data layers organized by themes and sources, is provided in **Appendix 1** for further reference.

The composite CSF score is calculated using a weighted and normalized approach to ensure comparability and meaningful differentiation across regions. All indicators are first normalized using min-max scaling to place them on a common scale. Weights are then applied to reflect each indicator's relative importance or severity before aggregation. While normalized values are used in the computation of the composite score, sub-index values are displayed in their original units to enhance interpretability and transparency.

## *Quantitative approach - expert panel interviews*

A qualitative component was added to ensure the outcomes were consistent across the region. For each region, a five-member panel was convened consisting of experts from a cross-section of public and private organizations who could address issues within each CSF at the regional level. The following guidance informed recruitment of participants:

- Environmental and/or resilience/sustainability (e.g., stewards of natural/scientific/education assets)
- Tourism (e.g., DMO leader)
- Land/water management (e.g., conservancies, national parks, state parks, forest service)
- City/county management (e.g., municipal or countywide oversight)
- Region specific (one of the following): Transportation, other infrastructure, community leaders, native/Indigenous leaders, regulatory/policy-setting entity (e.g., planning authority, zoning authority, business improvement district, other funding agency)

Each panelist completed a 92-question survey assessing the region's performance on individual performance criteria within each CSF, as well as overall regional implementation and consistency, resulting in more than 460 unique data points. During the facilitated session, panelists reviewed the composite survey results, engaged in structured discussion and worked toward consensus on final regional ratings.

The panelists were asked to provide ratings for individual performance criteria, overall performance and overall consistency in the implementation of each CSF regionwide. The individual performance criteria ratings reflect the region's performance against the specific criteria for each CSF. The overall performance rating reflects the region's performance in achieving the CSF, providing a comprehensive measure of current effectiveness across all jurisdictions. The overall consistency rating reflects the uniformity of implementing the CSF across all jurisdictions within the region, thus minimizing disparities in execution.

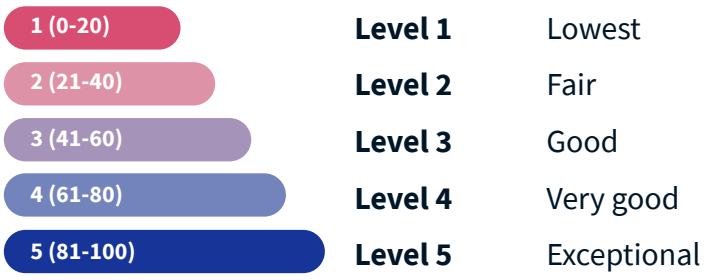
The final qualitative rating for each CSF is derived from a weighted average. The individual performance criteria ratings are combined and given a 75% weighting, while the overall performance and consistency ratings are combined and given a 25% weighting. This approach ensures a balanced assessment that considers both specific performance criteria and the overall implementation of each CSF across the region.

## *Quantitative rating system*

All spatial data layers were normalized to a scale of 0 to 100 and categorized into five scoring ranges, with a distinct rating scale to provide clarity and ensure consistency across the diverse datasets.

The ratings categorize data into five scoring ranges, reflecting their performance in achieving sustainability goals or their capacity to withstand shocks. These ranges range from "lowest" to "exceptional," based on normalized ratings from 0 to 100. For datasets with predefined rating systems, the original brackets were translated into the five-level framework to maintain consistency while preserving the original meaning. For example, AQI categories such as "good" or "hazardous" were mapped directly to this framework, ensuring clarity for decision-makers and end users.

- **0-20: Lowest**
  Indicators in this category signify areas requiring significant improvement. For instance, infrastructure, sustainability measures or preparedness plans may be underdeveloped, hindering resilience and sustainability.
- **21-40: Fair**
  This range indicates some progress, but gaps remain. The foundation for resilience and sustainability exists, yet implementation or coverage needs expansion to improve outcomes.




- **41-60: Good**
  This range represents a moderate level of resilience or sustainability. Systems, plans or indicators are functional and beneficial but not comprehensive. There is noticeable progress, but room for further enhancement remains.
- **61-80: Very good**
  Indicators in this range demonstrate strong performance. Measures such as infrastructure, policies and systems are effective, widely implemented and meet most resilience and sustainability goals.
- **81-100: Exceptional**
  Indicators in this range showcase exemplary performance. Systems are robust, integrated and serve as models for best practices in resilience and sustainability. These areas lead in innovation and comprehensive implementation.

## *Quantitative rating system*

The qualitative ratings (1–5) are defined based on the attributes of the respective CSFs and therefore vary across the CSFs, as presented below:

### CSF1: Understanding risks

- 1.0-1.9 – Minimal understanding and awareness of risks to tourism.
- 2.0-2.9 – Basic awareness of tourism risks with early data collection and sharing efforts.
- 3.0-3.9 – Limited understanding and commitment to evaluating tourism risks.
- 4.0-4.9 – Moderate understanding with effective interventions based on tourism risks.
- 5.0-5.9 – Comprehensive understanding with full integration of tourism risks.

### CSF2: Managing resilience

- 1.0-1.9 – Minimal awareness and engagement with authorities on resilience.
- 2.0-2.9 – Basic consultation with authorities on resilience with limited impact.
- 3.0-3.9– Gradual development of resilience strategies but implemented resilience measures are limited.
- 4.0-4.9 – Active engagement and notable impact from substantial resilience measures.
- 5.0-5.9 – Tourism leadership and significant focus on resilience through comprehensive resilience measures.

### CSF3: Preparedness and response

- 1.0-1.9– No engagement on disaster preparedness by tourism authorities.
- 2.0-2.9– Limited engagement and minimal preparedness measures in place.
- 3.0-3.9– Moderate engagement with some direct interventions implemented.
- 4.0-4.9– Advanced solutions and substantial, effective interventions established.
- 5.0-5.9– Fully integrated, transformational resilience strategies and leadership.

### CSF4: Investing in sustainability

- 1.0-1.9– Minimal or no consideration of investments in resilience and sustainability.
- 2.0-2.9– Basic construction of investment initiatives for resilience or sustainability.
- 3.0-3.9– Gradual investment in resilience and sustainability.
- 4.0-4.9– Notable investment in resilience and sustainability resulting in impactful interventions.
- 5.0-5.9– Comprehensive investment strategies leading to changing trends and transformation.

### CSF5: Managing growth

- 1.0-1.9– Minimal to no focus on tourism management principles.
- 1.0-2.9– Basic focus on tourism management principles.
- 3.0-3.9– Limited engagement and commitment to tourism management.
- 4.0-4.9– Moderate focus on tourism management leading to impactful interventions.
- 5.0-5.9– Comprehensive tourism management resulting in changing habits and transformation.

### CSF6: Community well-being

- 1.0-1.9– Minimal to no consideration of community engagement and well-being in tourism planning.
- 2.0-2.9– Basic consideration of community engagement and well-being in tourism planning.
- 3.0-3.9– Community engagement and well-being slightly integrated into tourism planning.
- 4.0-4.9– Community engagement and well-being strongly integrated into tourism planning.
- 5.0-5.9– Community engagement and well-being comprehensively integrated into tourism planning.

### CSF7: Environmental conservation

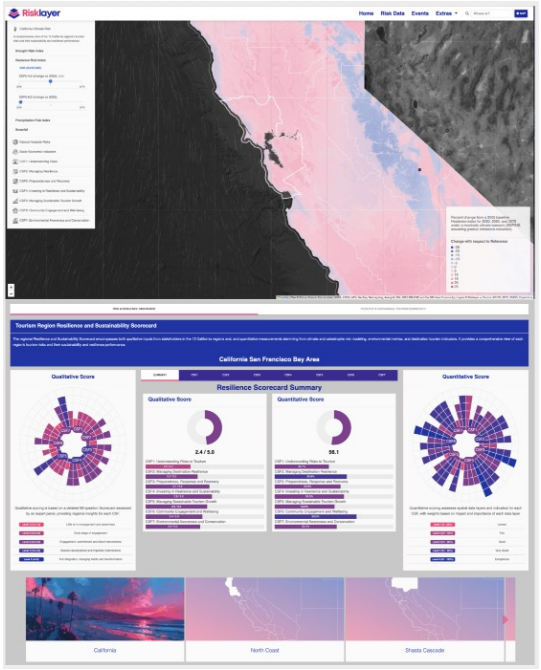
- 1.0-1.9– Minimal to no focus on environmental awareness and conservation in tourism planning or management.
- 2.0-2.9– Basic focus on environmental awareness and conservation in tourism planning and management.
- 3.0-3.9– Environmental awareness and conservation slightly integrated into tourism planning and management.
- 4.0-4.9– Environmental awareness and conservation moderately integrated into tourism planning and management.
- 5.0-5.9– Environmental awareness and conservation comprehensively integrated into tourism planning and management.

# California Tourism Resilience and Sustainability Dashboard

The **California Tourism Resilience and Sustainability Dashboard** (dashboard) interactively visualizes data-driven insights from quantitative spatial assessments, such as climate projections and environmental metrics, with qualitative scorecard assessments, offering an interactive tool for exploring California's 12 tourism regions through the seven critical success factors (CSFs).

The dashboard key features include:

- **Data integration**
  The dashboard merges comprehensive quantitative metrics — such as natural hazard assessments and climate projections — with qualitative insights from stakeholder evaluations. This multi-dimensional view provides a holistic understanding of each region's resilience and sustainability performance.
- **Interactive visualization**
  Through spatial maps, dynamic charts and detailed tables, the dashboard visualizes CSF ratings across themes like preparedness, environmental conservation and community engagement. Users can filter data by region or theme to pinpoint areas requiring targeted action.
- **Progress tracking and benchmarking**
  The dashboard, designed as a monitoring and evaluation tool, enables regions to benchmark their performance, track annual progress and identify improvement opportunities. By integrating annual audits and surveys for each CSF, stakeholders can measure changes, celebrate achievements and address gaps in their resilience and sustainability goals.




- **Stakeholder applications**
  - **Destination managers:** Monitor progress toward regional goals, prioritize risk mitigation strategies and allocate resources for improvements in areas like climate adaptation (CSF 2) or emergency preparedness (CSF 3).
  - **Policy-makers:** Leverage insights to guide resource allocation, such as investing in regions with low sustainability ratings to enhance infrastructure and training.
  - **Community leaders and local businesses:** Uphold sustainable practices by referencing metrics on community engagement (CSF 6) and environmental performance (CSF 7).
  - **Hotels and tourism operators:** Benchmark against regional sustainability practices and integrate insights from the **Hotel Resilient** platform to enhance their resilience profiles.
- **Addressing a key gap**

  Stakeholder interviews revealed the need for a centralized tool that consolidates resilience and sustainability data. This dashboard fills that gap by offering a unified platform that simplifies data access, visualization and decision-making, fostering a cohesive and informed approach to building long-term resilience across California's tourism landscape.

Through combining robust data integration, interactive tools and targeted applications, the dashboard not only consolidates data but also functions as an ongoing monitoring and evaluation tool, enabling regions to track and advance their progress toward resilience and sustainability.

# Objectives

The resilience and sustainability scorecard assessment process aims to provide a data-driven evaluation of each region's performance across resilience and sustainability metrics. This approach combines quantitative analysis with qualitative expert input to create a holistic understanding of the tourism landscape across the state. The process is designed to achieve several objectives crucial for developing sustainable and resilient tourism strategies in California:

1 **Comprehensive assessment of tourism resilience and sustainability**
The scorecards evaluate each California tourism region across seven critical success factors, combining both quantitative data analysis and qualitative expert input to create a well-rounded understanding of regional resilience and sustainability.

2 **Benchmarking and progress tracking**
The scorecards enable regions to benchmark their current performance and track progress over time. This allows for identifying areas of strength and opportunities for improvement in resilience and sustainability efforts.

3 **Data-driven decision making**
The **California Tourism Resilience & Sustainability Dashboard** integrates diverse data sources, providing stakeholders with actionable insights to inform policy decisions, resource allocation and strategic planning for sustainable tourism development.

4 **Alignment with global standards**
The methodology aligns local tourism resilience and sustainability efforts with global frameworks such as the **UN Sustainable Development Goals and Sendai Framework for Disaster Risk Reduction**, ensuring that regional strategies are consistent with international best practices.

5 **Collaborative approach to resilience building**
The process emphasizes stakeholder engagement and cross-sector collaboration, involving experts from various fields to develop a shared understanding of challenges and opportunities in building a resilient and sustainable tourism sector.

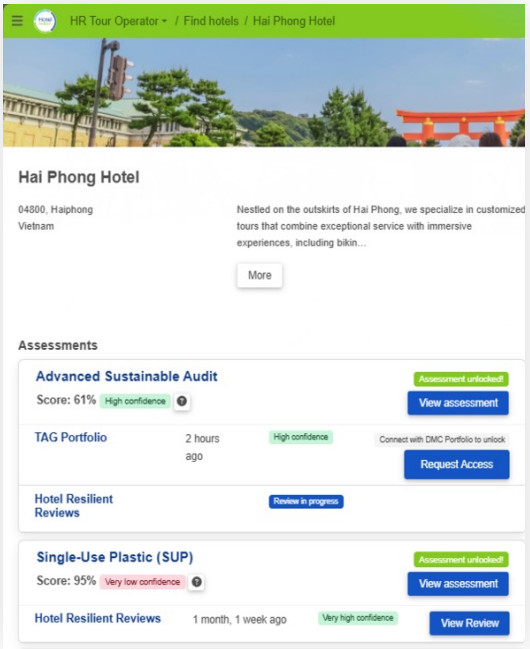
# Hotel Resilient: Advancing Sustainability and Resilience for Accommodations

The **Hotel Resilient Platform**, embedded within the **Resilience and Sustainability Dashboard**, provides a targeted solution for hotels and tourism stakeholders to assess, enhance and track resilience and sustainability efforts. By leveraging risk analytics and climate models, the platform empowers tourism businesses with data-driven insights, facilitating proactive decision-making and strategic investments in resilience and sustainability. This integration ensures that the hospitality sector plays a key role in achieving the region's broader sustainability objectives while safeguarding guests, staff and operations from evolving environmental and climate-related risks.

The **California Tourism Resilience & Sustainability Dashboard** integrates the **Hotel Resilient Platform** as a centralized hub connecting California tourism stakeholders to assess, enhance and recognize resilient and sustainable hotels. Beyond providing regional resilience and sustainability analytics, the platform enables tourism asset managers in California to assess, track and improve long-term sustainability and resilience. It delivers detailed hotel risk profiles and supports targeted interventions to strengthen accommodations against future risks.

By fostering collaboration among hotels, destination management organizations (DMOs), destination management companies (DMCs) and tour operators, the platform drives responsible tourism practices while strengthening the resilience of tourism destinations worldwide. It also streamlines the collection, verification and sharing of hotel sustainability and resilience data, aligned with internationally recognized GSTC standards. This reduces the administrative burden on hotels and empowers tourism businesses to make data-driven decisions that enhance sustainability.

## *Pathway to sustainability*




**Hotel Resilient** provides a comprehensive framework that supports accommodations in their journey to sustainability. By leveraging international sustainability benchmarks, hotels can assess, track and improve their sustainability performance in categories such as employee welfare, social contribution, guest awareness, responsible sourcing and supply chain management, environmental management, water and energy efficiency and waste reduction—all aligned with the internationally recognized GSTC criteria for accommodations.
The platform enables:

- **Sustainability self-assessment:** Hotels can measure their sustainability performance against globally recognized criteria.
- **Collaboration & verification:** Destination management companies (DMCs) and tour operators work together with hotels to verify sustainability standards, ensuring transparency and reliability.
- **Recognition & improvement:** Hotels receive a sustainability rating and tailored recommendations for improvement, helping them enhance their environmental and social impact.


## *Pathway to resilience*

In addition to sustainability, Hotel Resilient equips accommodations with tools to assess and enhance their resilience to climate change and disaster risks. The platform provides:

- **Risk analytics & hazard mapping:** Hotels receive a detailed risk profile based on their location, integrating hazard models and climate impact assessments.
- **Resilience ratings:** Hotels are provided with a performance-based rating that helps identify vulnerabilities and prioritize risk reduction measures.
- **Disaster preparedness & adaptation strategies:** Hotels gain access to best practices, guidelines and action plans for disaster risk rseduction and business continuity.

Hotel resilient empowers accommodations with data-driven insights to proactively strengthen their resilience and safeguard their guests, staff and operations.

## *About Hotel Resilient*

Established originally under the Global Initiative for Disaster Risk Management (GIDRM), Hotel Resilience collaborates with industry and public-sector partners to ensure that its standards are internationally recognized and locally implementable. Hotel Resilience's mission is to create a more secure, responsible and sustainable tourism industry by fostering collaboration, improving data-driven decision-making and recognizing hotels that uphold the highest resilience and sustainability standards.

**Visit the platform: app.hotelresilient.org**

**Learn more: www.hotelresilient.org**

# **Appendix 1 –** Descriptions of Spatial Data Layers used in the Analysis

*"AAL" refers to average annual loss, the expected amount of financial loss anticipated on average each year, based on an analysis of historical data and potential risks.

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Tourism Risk Index (Geological)** | Tourism Earthquake Risk Score | **80** | **10** | **60** | Average Annual Losses (AAL) from earthquakes estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | Risklayer modeling of Average Annual Losses from exposed accommodations and tourism attractions. Data on hazard models comes from FEMA National Risk Index (NRI) which compiles various sources. |
| | Tourism Landslide Risk Score | **80** | **10** | **30** | Average Annual Losses (AAL) from landslides estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Tsunami Risk Score | **80** | **10** | **5** | Average Annual Losses (AAL) from tsunamis estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Volcano Risk Score | **80** | **10** | **5** | Average Annual Losses (AAL) from volcanic activity estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| **Tourism Risk Index (Hydromet)** | Tourism Wildfire Risk Score | **80** | **15** | **40** | Average Annual Losses (AAL) from wildfires estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Coastal Flooding Risk Score | **80** | **15** | **10** | Average Annual Losses (AAL) from coastal flooding estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Tourism Risk Index (Hydromet)** | Tourism Riverine Flooding Risk Score | **80** | **15** | **15** | Average Annual Losses (AAL) from riverine flooding estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | Risklayer modeling of Average Annual Losses from exposed accommodations and tourism attractions. Data on hazard models comes from FEMA National Risk Index (NRI) which compiles various sources. |
| | Tourism Hurricane Risk Score | **80** | **15** | **10** | Average Annual Losses (AAL) from hurricanes estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Tornado Risk Score | **80** | **15** | **15** | Average Annual Losses (AAL) from tornados estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Strong Wind Risk Score | **80** | **15** | **5** | Average Annual Losses (AAL) from intense winds estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Heat Wave Risk Score | **80** | **15** | **5** | Average Annual Losses (AAL) from heat waves estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Winter Weather Risk Score | **80** | **15** | **4** | Average Annual Losses (AAL) from winter weather estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Hail Risk Score | **80** | **15** | **4** | Average Annual Losses (AAL) from hail estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Cold Wave Risk Score | **80** | **15** | **4** | Average Annual Losses (AAL) from cold waves estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |
| | Tourism Avalanche Risk Score | **80** | **15** | **2** | Average Annual Losses (AAL) from avalanches estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | |

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Tourism Risk Index (Hydromet)** | Tourism Lightning Risk Score | **80** | **15** | **1** | Average Annual Losses (AAL) from lightning estimate the expected yearly cost of direct damage to hotels, providing financial risk insights for the accommodation sector. | Risklayer modeling of Average Annual Losses from exposed accommodations and tourism attractions. Data on hazard models comes from FEMA National Risk Index (NRI) which compiles various sources. |
| **Percent Annual Disaster Loss (%)** | Tourism Disaster Loss Index | **80** | **25** | **100** | The percentage of Average Annual Losses (AAL) from geological and hydrometeorological disasters as a percentage of total exposed tourism accommodations. | |
| **Climate Change Index** | Heatwave Climate Risk Index | **80** | **20** | **15** | The Heatwave Climate Risk Index describes the severity of a heatwave from 0 (low) to 1 (high). The raw data is based on the mean temperature of the warmest month (MWMT), extreme maximum temperature (EXT), mean annual relative humidity (RH) and summer mean temperature (Tave_sm), where each of these individual parameters is weighted equally. | Climate indices are calculated for each year (2030, 2050, 2070, 2090) and scenario (SSP245, SSP370, SSP585) using Min-Max Normalization, based on their individual indices and the 1991–2020 baseline. The final climate risk index is a weighted sum of these values. Scenario weights: SSP245 and SSP585 = 25% each, SSP370 = 50%. Year weights: 2030 = 40%, 2050 = 30%, 2070 = 20%, 2090 = 10%. **Source:** AdaptWest (2022) |
| | Drought Climate Risk Index | **80** | **20** | **30** | The Drought Climate Risk Index describes the severity of a drought event from 0 (low) to 1 (high). The raw data is based on the mean annual temperature (MAT), mean annual precipitation (MAP) and Hogg's climate moisture index (CMI), where each of these individual parameters is weighted equally and MAP and CMI are inversed. | |

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Climate Change Index** | Snowfall Climate Risk Index | **80** | **20** | **15** | The Snowfall Climate Risk Index describes the amount of snowfall from 0 (none) to 1 (high). The raw data is based on precipitation as snow (PAS) in mm. | Climate indices are calculated for each year (2030, 2050, 2070, 2090) and scenario (SSP245, SSP370, SSP585) using Min-Max Normalization, based on their individual indices and the 1991–2020 baseline. The final climate risk index is a weighted sum of these values. Scenario weights: SSP245 and SSP585 = 25% each, SSP370 = 50%. Year weights: 2030 = 40%, 2050 = 30%, 2070 = 20%, 2090 = 10%. **Source:** AdaptWest (2022) |
| | Increase Precipitation Climate Risk Index | **80** | **20** | **20** | The Increased Precipitation Climate Risk Index describes the severity of precipitation from 0 (none) to 1 (high). The raw data is based on the mean annual precipitation (MAP) and average precipitation (PPT), where each of these individual parameters is weighted equally. | |
| | Water Scarcity Physical Vulnerability Index | **80** | **20** | **20** | This dataset maps water shortage vulnerability scores for small water systems in California. It quantifies physical vulnerability based on factors like water source reliability, storage and system interconnectivity, helping prioritize investments and interventions to enhance water resilience. | Developed by the California Department of Water Resources, the data supports state efforts to identify at-risk communities and guide funding allocations. The scoring considers multiple infrastructure and supply characteristics without including socioeconomic factors. It is part of broader drought resilience planning, helping to implement the Water Resilience Portfolio and improve water security for underserved populations across the state. **Source:** California Department of Water Resources – Water Shortage Vulnerability Scoring Tool https://water.ca.gov/Programs/Water-Use-And-Efficiency/Water-Shortage-Contingency-Planning |
| **Safety and Security Index** | COVID-19 vaccination | **80** | **20** | **10** | Percentage of the population with at least one dose of COVID-19 vaccination. | **Source:** CovidActNow, U.S. Department of Health and Human Services, the Centers for Disease Control and Prevention, The New York Times and official state and county dashboards. |

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Safety and Security Index** | Overall Safety | **80** | **20** | **20** | The Crime Index measures an area's crime risk relative to the national average (100). Values above 100 indicate higher risk, while values below 100 indicate lower risk. It assesses seven major crimes: murder, rape, robbery, assault, burglary, larceny and vehicle theft. | Modeled using data from the FBI Uniform Crime Report and demographic data from the U.S. Census and Applied Geographic Solutions (AGS).<br>**Source:** ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| | Personal Security Index | **80** | **20** | **20** | The Personal Security Index (PSI) estimates community-level safety based on crime statistics, demographic vulnerability and social stability indicators. It provides insights into personal and neighborhood security risks, helping inform planning, investment and emergency preparedness efforts. | Developed by Esri using U.S. Census data and proprietary modeling, the PSI is included in ArcGIS Business Analyst and forecasts for 2022 and 2027. It incorporates factors such as crime rates, socioeconomic status and household structure to estimate perceived and actual safety. Governments, businesses and researchers use it to assess local security conditions and target interventions.<br><br>**Source:** ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| | Average Annual Spend on Healthcare | **80** | **20** | **5** | Healthcare spending shows the amount spent on healthcare services by households that reside in the area. | Consumer spending shows the amount spent on a variety of goods and services by households that reside in the area. Expenditure is shown by broad budget categories that are not mutually exclusive. Consumer spending does not equal business revenue.<br>**Source:** ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| **Safety and Security Index** | Family Friendly | **80** | **20** | **5** | Measures scored based on: Family Fun, Health & Safety, Education & Childcare, Affordability, Socioeconomics. | **Source:** WalletHub |

| CSF1 - Understanding Risks | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Safety and Security Index** | Women Wellbeing | **80** | **20** | **10** | Measure consists of five "dimensions": Health, Personal Safety, Employment & Earnings, Economic Security and Political Empowerment. | **Source:** California Budget and Policy Center |
| | Homelessness | **80** | **20** | **30** | The Homelessness Intensity Index (HII) measures a county's homelessness severity relative to the state average (100) with scores above/below indicating higher/lower than average homelessness issue. It prioritizes those in emergency shelters and includes rapid rehousing and permanent supportive housing. | **Source:** U.S. Department of Housing and Urban Development, HUD from 2021, updated on 1/31/2024. |
| **Economic Risk Index** | Economic Stability | **80** | **10** | **20** | Indicates the ratio of non-workers (children, unemployed, those outside the labor force) to employed individuals. Lower values suggest less financial pressure on workers and greater economic stability. | **Source:** ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| | Availability of Workforce | **80** | **10** | **20** | Average unemployment rate in percent | **Source:** California BEA |
| | Housing Affordability | **80** | **10** | **20** | Measures the financial ability of a typical household to purchase an existing home in an area. | **Source:** ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| | Housing Displacement Risk | **80** | **10** | **40** | Housing Displacement Risk measures the likelihood of low-income populations relocating due to rising rents, using net migration rates for households earning ≤50% and ≤30% of Area Median Income (AMI). | The continuous variables are net migration rates for low (80% AMI), very low (50% AMI) and extremely low-income (30% AMI) groups. Displacement levels are categorized using pred_nmr_cat_l and pred_nmr_50. To improve mapping, 30% AMI migration was combined with the 50% AMI group. **Source:** Urban Displacement Project, UC Berkeley, 2022. |

| CSF2 - Managing Resilience | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Inclusion of hazard, risk and vulnerability information** | | **15** | **33** | | 0-1 score rating on inclusion of hazard, risk and vulnerability information | 0=No Mention, 1=At least one mention and 2=Detailed Description. The final score is the average divided by 2 to receive an overall rating between 0 and 1. |
| **Climate mitigation** | | **15** | **33** | | 0-1 score rating of Climate mitigation (climate action on emission reduction) plans | |
| **Climate adaptation** | | **15** | **33** | | 0-1 score rating of Climate adaptation (climate risk resilience measures) plans | 0= no plan found, 1= economic plan is found, 2= economic plan mentions tourism. The final score is the average divided by 2 to receive an overall rating between 0 and 1. |

| CSF3 - Preparedness Response | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Emergency Healthcare** | | **30** | **20** | | Number of hospital beds per 10,000 residents | **Source:** CalHHS |
| **Emergency Shelter** | | **30** | **20** | | Emergency shelter capacity per 10,000 residents | **Source:** FEMA Emergency Shelters USA |
| **Infrastructure Density Index** | | **30** | **10** | | Based on the length of electric transmission lines per region/county which is used as a proxy for urbanization and infrastructure. | **Source:** California State Geoportal<br>Power plant locations and characteristics as recorded in the Quarterly Fuel and Energy Report (QFER) database from the California Energy Commission (CEC). Last updated in May 2023. |
| **Road Accessibility** | | **30** | **40** | | Risklayer analysis of accessibility in terms of proximity to airports, road condition and connectivity. | |
| **Emergency Preparedness, Management and Response** | | | **10** | | 0=No Mention, 1=At least one mention and 2=Detailed Description of tourism industry. The final score is the average divided by 2 to receive an overall rating between 0 and 1. | Desktop Research |

| CSF4 - Investing in Sustainability | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Number sustainable hotels** | | **10** | **15** | | A comprehensive list of sustainable hotels based on Tripadvisor's criteria on eco-friendly practices, from linen and towel re-use, recycling and composting through to solar panels, electric car charging stations and green roofing. | |
| **GHG emissions per capita** | | **10** | **15** | | GHG emission estimates based on state, regional or federal data sources and aggregated facility-specific emission reports from CARB's **Mandatory GHG Reporting Program**. | |
| **GDP per Capita** | | **10** | **5** | | The total Gross Domestic Product (GDP) of the region divided by its total population. GDP is often used as an indicator of an area's standard of living or economic well-being of the local population. | |
| **Annual Job Growth (2018-2022)** | | **10** | **5** | | The year-over-year increase in the number of employed individuals in the region. It is typically expressed as a percentage and indicates the rate at which new jobs are being created in an economy over a 12-month period. Positive percentages refer to an increase in employees and negative percentages refer to a decrease in employees | |
| **Total Sustainability Funds (CCI)** | | **10** | **15** | | **California Climate Initiative (CCI)** funding derived from the state's GHG emissions cap-and-trade auction proceeds to reduce greenhouse gas emissions, strengthen the economy, improve public health and the environment. Raw data is county level. | |
| **Priority Population Funding** | | **10** | **15** | | CCI funding for projects that provide meaningful benefits to "**priority population**" households – defined in state statute as disadvantaged communities, low-income communities and low-income households. | |
| **Sustainability Funding per Capita** | | **10** | **15** | | CCI investment per resident in each county. | |
| **Sustainability Project Count Score** | | **10** | **15** | | Number of CCI projects per county indicates level of effort and diversity of types of projects within each county. | |

| CSF5 - Managing Growth | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Traffic Congestion** | | **50** | **15** | | Estimate of the "peak hour" traffic at all points on the state highway system. This value is useful when estimating the amount of congestion experienced and shows how near to capacity the highway is operating. Peak hour values indicate the volume in both directions. | A few hours each year are higher than the "peak hour", but not many. In urban and suburban areas, the peak hour normally occurs every weekday and 200 or more hours will all be about the same. On roads with large seasonal fluctuations in traffic, the peak hour is the four near the maximum for the year but excluding a few (30 to 50 hours) that are exceedingly high and are not typical of the frequency of the high hours occurring during the season.<br><br>**Source:** California Department of Transportation |
| **Hospitality employment** | | **50** | **10** | | This indicator shows the percentage of total employment in a region that is in the hospitality sector, including accommodation and food services. It helps assess local economic dependence on tourism-related jobs and potential vulnerability to tourism shocks. | Sourced from Lightcast Labor Market Data, this metric uses NAICS classifications to quantify hospitality sector employment relative to all jobs in an area. It includes historical trends and projections, aiding policymakers and planners in evaluating economic resilience, workforce composition and tourism significance. The indicator is especially useful for regions with tourism-dependent economies.<br><br>**Source:** Lightcast (formerly Emsi Burning Glass) – Labor Market Data **https://lightcast.io/solutions/labor-market-intelligence** |

| CSF5 - Managing Growth | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Tourism Pressure Index** | Overnight Hotel Stays/ Population | | **15** | **50** | Overnight hotel stays per residents | Tourism Pressure Index = (overnight hotel stays as share of population / max. value for population share) + (overnight hotel stays per square kilometer / max. value for stays per square kilometer) / 2<br>**Population Share:** The percentage values reflect the proportion of the population relative to the maximum observed in highly urbanized areas. For instance, Los Angeles County is a highly urbanized area with dense population, thus having a higher max population share.<br>**Stays per km²:** This reflects the tourism intensity and infrastructure density. Urban areas like Los Angeles and San Francisco have higher infrastructure density leading to higher stays per km².<br>**Source:** STR, ArcGIS Business Analyst (Esri forecasts for 2022 and 2027. U.S. Census Bureau) |
| | Overnight Hotel Stays per Square Mile | | **15** | **50** | Overnight hotel stays per square kilometer | |
| **Attractions to overnight visitor ratio** | | **50** | **15** | | Number of attractions per overnight visitors. | **Source:** TripAdvisor, STR |
| **Seasonality** | | **50** | **15** | | Percentage of lowest month average hotel occupancy. | **Source:** STR |
| **3-star or higher attractions** | | **50** | **15** | | Number of 3+ star listings as percent of all listings. | **Source:** TripAdvisor |

| CSF5 - Managing Growth | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Tourism Infrastructure Utilization Index** | Home Rental Listings as % of Hotel Rooms | **50** | **15** | **25** | Ratio of home rental listings to hotel rooms (ex: 100 hotel rooms / 50 home rental listings = 50%). Reflects the relative supply of home rentals compared to traditional hotel rooms, indicating the diversification of accommodation options. | The Tourism Infrastructure Utilization Index (TIUI) is a comprehensive measure designed to evaluate the utilization of tourism-related accommodation infrastructure across different regions. It combines multiple indicators related to supply and demand of accommodation, providing a holistic view of how well tourism infrastructure is being utilized. The TIUI provides a single composite score by averaging the normalized values of the above indicators. This score reflects the overall utilization of a region's accommodation infrastructure considering both home rentals and hotel stays. Higher values indicate high demand for home rentals and hotels, requiring sustainable growth strategies, while lower values suggest underutilized accommodations with potential for tourism development. **Source:** AirDNA, STR |
| | Home Rental Occupancy | **50** | **15** | **25** | Measures how well the available home rentals are being utilized by tourists. Average occupancy by city - AirDNA | |
| | Overnight Hotel Stays / Hotel Rooms | **50** | **15** | **25** | Indicates the average usage of hotel rooms, providing insight into the demand for hotel accommodations. | |
| | Hotel Occupancy | **50** | **15** | **25** | Measures the overall occupancy rate of hotels, indicating how frequently hotel rooms are occupied by tourists. Average hotel occupancy for all hotels reporting to STR by region. | |

| CSF6 - Community Well-being | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Women in the Workforce** | | **50** | **15** | | Percentage of employed women as a percentage of total employment. | **Source:** California Budget and Policy Center |
| **Ratio of Visitor to Population** | | **50** | **15** | | This indicator estimates the ratio of annual visitors to local population by adjusting overnight hotel stays with the average length of stay (ALOS). It helps assess tourism pressure on local infrastructure and resident populations at the county level. | The Visitors-to-Population Ratio is calculated using STR and ArcGIS Business Analyst hotel stay data, U.S. Census population figures and ALOS estimates compiled via desktop research from county websites. The formula normalizes tourism impact by accounting for visitor stay duration, providing a clearer view of relative tourist density and pressure on destinations, especially in tourism-dependent areas.<br>**Source:**<br>• STR Global (via ArcGIS Business Analyst)<br>• U.S. Census Bureau<br>• County tourism websites (for ALOS via desktop research)<br>**https://str.com \| https://www.census.gov \| various county websites** |
| **Community Resilience** | | **50** | **35** | | The BRIC index considers six broad categories of community disaster resilience: social, economic, community capital, institutional, infrastructural and environmental at the county level. | Used as an initial baseline for monitoring existing attributes of resilience to natural hazards, BRIC can be used to compare places to one another, to determine the specific drivers of resilience for counties and to monitor improvements in resilience over time.<br>**Source:** FEMA |

| CSF6 - Community Well-being | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Social Vulnerability** | | **50** | **35** | | Composite index of various socio-economic indicators. Illustrates the geographic variation in social vulnerability. It shows where there is uneven capacity for preparedness and response and where resources might be used most effectively to reduce the pre-existing vulnerability. SoVI® also is useful as an indicator in determining the differential recovery from disasters using empirically based information. New directions in the theory and practice of vulnerability science emphasize the constraints of family structure, language barriers, vehicle availability, medical disabilities and healthcare access in the preparation for and response to disasters. | **Considered parameters:**<br>- Median gross rent for renter-occupied housing units<br>- Median age<br>- Median dollar value of owner-occupied housing units<br>- Per capita income<br>- Average number of people per household Population under 5 years or age 65 and over<br>- % Civilian labor force unemployed<br>- % Population over 25 with <12 years of education<br>- % Children living in married couple families<br>- % Female<br>- - % Female participation in the labor force<br>- % Households receiving Social Security benefits<br>- % Unoccupied housing units<br>- % Families with female-headed households with no spouse present<br>- % Population speaking English as second language (with limited English proficiency)<br>- % Asian population<br>- % African American (Black) population<br>- % Hispanic population<br>- % Population living in mobile homes<br>- % Native American population<br>- % Housing units with no car available<br>- % Population living in nursing facilities<br>- % Persons living in poverty<br>- % Renter-occupied housing units<br>- % Families earning more than $200,000 income per year<br>- % Employment in service occupations<br>- % Employment in extractive industries (e.g., farming)<br>- % Population without health insurance (County SoVI only)<br>- Community hospitals per capita (County SoVI only)<br>**Source:** California Department of Water Resources |

| CSF7 - Environmental Conservation | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Air Quality Index** | | **70** | **14** | | The **Air Quality Index** (AQI) is maintained by the U.S. Environmental Protection Agency to capture multiple air quality indicators at ground level, including ozone, particulate matter (PM) 2.5/10, carbon monoxide, sulfur dioxide and nitrogen dioxide. Daily AQI data for monitoring sites in California were examined over a five-year period (2019-2023). Air quality values were analyzed in the region to determine relative ratings and rankings. | |
| **Biodiversity** | | **70** | **14** | | The California Department of Fish and Wildlife maintains terrestrial and aquatic species biodiversity information throughout the state in the **Areas of Conservation Emphasis** (ACE) dataset. The species biodiversity metric examines three related measures: native species richness, rare species richness and irreplaceability (i.e. areas of high endemism that support a unique species with a limited range). | ACE is an index that is based on species occurrence in both terrestrial and aquatic environments. The dataset displays relative biodiversity for the state of California. The data is relatively coarse and are appropriate at a statewide level. ACE data ranks areas from 1 (low species diversity) to 5 (high species diversity. |
| **Conserved Areas (CPAD)** | | **70** | **14** | | The **California Protected Areas Database** (CPAD) identifies lands that are owned and protected for open space. It includes all parks and open spaces in California, from National Forests to neighborhood pocket parks. The percentage of conserved areas within each region was calculated to determine relative ratings and rankings. | |

| CSF7 - Environmental Conservation | | | | | | |
|---|---|---|---|---|---|---|
| **Sub-Component** | **Indicator** | **CSF Weight** | **SubComp Weight** | **Indicator Weight** | **Description** | **Additional information** |
| **Cultural Resources (NRHP)** | | **70** | **14** | | The **National Register of Historic** Places is a list of the nation's historic places defined as worthy of preservation by the National Park Service. The number of historic places within the region was calculated to determine relative ratings and rankings. | |
| **Stream Condition (CSCI)** | | **70** | **14** | | CSCI ratings provide a threshold above which a stream segment is determined to meet designated biological uses. The percentage of those streams that "meet designated biological uses" within the region was calculated to determine relative ratings and rankings. | The **California Stream Condition Index** (CSCI) is a biological rating tool used by the State Water Resources Control Board to assess the health of freshwater streams. It is based on an assessment of a wide array of environmental data associated with each stream and sets forth benchmarks for sites based on the local environmental setting. |
| **Renewables** | | **70** | **14** | | The California Energy Commission maintains utility scale (>1 MW) power plant generation data from renewable and non-renewable energy sources for each county. Large hydroelectric plants (>30 MW) are considered non-renewable. The total percentage of energy generated by renewable resources within the region was calculated to determine relative ratings and rankings. | |
| **Water Availability** | Average Precipitation | **70** | **16** | **33** | Average precipitation provides a coarse estimate of overall water availability. | The PRISM climate group computes a 30-year normal precipitation value for the period of 1991-2020. The average 30-year normal metric within the region was calculated to determine relative ratings and rankings. The composite indicator "Water Availability" is calculated as an average between the three individual parameters which are normalized to 0-1 before. |
| | Current Water Stress (WSC) | **70** | **16** | **33** | The WRI Aqueduct tools assess current global water risks. Its data quantifies supply and demand factors, categorizing areas from Low to Extremely High stress. Study areas are analyzed for relative ratings and rankings.. | |
| | Current Water Stress (WSC) | **70** | **16** | **33** | The WRI Aqueduct tools assess future global water risks. Its 2030 water stress data predicts supply and demand impacts, categorizing areas from Low to Extremely High stress. Study areas are analyzed for relative ratings and rankings. | |

# **Appendix 2 –** Bibliography

**500+ prior or ongoing studies covering resilience and sustainability initiatives (sustainability programs, destination stewardship plans, climate action plans, general plans) were complementary to the Resilience and Sustainability Scorecard process. A complete list of all references used is included below:**

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