

# COMPREHENSIVE PLANNING ON OREGON'S SOUTHERN COAST

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## Overview

The State of Oregon requires that every municipality implement state-wide planning goals through comprehensive planning. In practice, this means that every incorporated city in Oregon has a comprehensive plan in place that carries the weight of law. While Oregon has been an innovator in this field and still leads most of the nation in comprehensive planning, the system still has some challenges. To begin with, Oregon's guiding planning goals were developed in the 1970s, and do not represent contemporary thinking on what should be present in a comprehensive planning effort. Additionally, Oregon has had changing and at times confusing requirements on how comprehensive plans are supposed to be updated. Finally, while larger communities in the State have more resources to engage in the often-cumbersome task of creating and updating their comprehensive plans this process can be challenging for smaller communities. As Oregon's comprehensive land use planning system approaches its 50th anniversary, these problems deserve attention to reevaluate the success of the program and identify potential areas for improvement.

This professional project originated from the need of various coastal communities to engage in updating their outdated comprehensive plans. These planning processes will involve technical, legal, and practical decisions that can be time-consuming and cumbersome to small, rural, communities with limited staff and financial resources. The goal of this project is to aid these coastal jurisdictions in their planning efforts by creating a guide that will detail the steps necessary to create updated comprehensive plans, identify particular challenges these communities face in the planning process, as well as provide recommendations on next steps for how to bring their comprehensive planning practices into the contemporary era. To do this the report will explore the concepts of conventional and contemporary planning as they exist in the planning literature. These concepts will then be considered in the context of the Oregon Statewide Planning System which governs comprehensive planning in the state. Finally, select cases will be reviewed using content analysis techniques to determine how they perform from both a conventional and contemporary perspective.

## Research Question

This project endeavors to answer the following questions:

- What are the relevant legal, technical, and practical requirements for comprehensive planning in Oregon?
- How do coastal jurisdictions fulfil these requirements from a conventional and contemporary perspectives?
- What recommendations can be provided to professional planners that increase the effectiveness of comprehensive plans?

## Conventional & Contemporary Comprehensive Planning

While comprehensive planning has long been a way to coordinate development in urban areas, recently there has been a marked shift in the substance and purpose of the comprehensive plan so that we can now today speak of the conventional and contemporary approaches to comprehensive planning. In the 20<sup>th</sup> Century comprehensive plans were primarily concerned with growth coordination through the control of land use, infrastructure investment, and transportation planning.

However, this conventional way of planning began to change in the first decade of the 21<sup>st</sup> Century “following the global recession, budget cuts, the increasing need for cities to operate efficiently, and an upward tick in partnership development”, as well as growing concern over climate change (Varga & O'Neill, 2016, p. 1). This new, contemporary, approach to planning is distinguished by an expansion in the scope of responsibility of the comprehensive plan. Topics such as equity, sustainability, climate change, renewable energy, and ongoing adaptation are now considered appropriate, if not essential components, of comprehensive plans. Additionally, conventional plan topics such as land use and transportation, are rigorously integrated into the new subjects resulting in a new approach to old issues while results are emphasized with strict monitoring and tracking (Herman & White, 2016, p. 1). The cumulative result of these changes is a modern, distinct, form of comprehensive planning.

The comprehensive planning literature, especially those published recently, is explicitly aware that they are theorizing of a new paradigm in comprehensive, long-range planning. This new school of thought is closely related to the sustainable planning previously mentioned, but the distinctness of its presence in the literature merits in own thematic heading. A sense of optimism and belief in the comprehensive plan as a planning tool that can increase efficiency within the practice is evident in much of the literature. Not only is there a belief that comprehensive planning is becoming more integrated with other planning activities, but also the assumption that comprehensive planning is moving into the budgeting process as well. This professional project gives me the opportunity to see how the comprehensive plan has changed since its inception, and what its role will be in the future of planning.

The following section is organized by key themes that are found in the scholarly discourse on comprehensive planning. The themes and issues that are found in the academic literature directly impacted the development of research questions and methods discussed later in this proposal. Gaps in the field of study related to this project are identified and potential contributions to the field of knowledge are discussed as well.

The most significant gap that exists in the comprehensive planning field of study is that there is less exploration of how comprehensive planning is conducted in individual states. This is most likely since it would be extremely time and resource intensive to research and articulate each state's comprehensive planning policies. Still, the discrepancy creates a gap between the abstract theorizer and the on the ground practitioner who must work within a certain state's

regime. One can partially overcome this by researching the law, statutes, and policies that exist within a given state and comparing these to the existing plans that are present. There is also a lack of metrics that can objectively measure plan effectiveness. What evaluations that do exist only measure internal components, not external outcomes, of the plans.

Finally, it is worth mentioning that the contemporary comprehensive plan is itself an everchanging and evolving document. According to scholars Herman and White “new challenges-global economic shifts, energy innovations, and emerging transportation technologies such as driverless vehicles and autonomous delivery systems-will need to be addressed in community plans” (Herman & White, 2016, p. 5). Because of this, it is more important than ever for the planning profession to understand the new comprehensive planning landscape and begin working to ensure that our planning documents are ready for the challenges of the future ahead.

### Conventional Comprehensive Planning

Conventional planning is an outgrowth of the legal, narrow focused, apparatus in which comprehensive planning exists. There is nothing in the United States Constitution that delineates authority to local comprehensive plans. However, through the Standard State Zoning Enabling Act individual states can allow local jurisdictions to create plans that carry the weight of law (Sullivan & Bragar, Recent Developments in Comprehensive Planning, 2016). This devolved system of comprehensive plan empowerment has created a patchwork across the US. One result of this uneven distribution is that comprehensive planning can mean radically different things depending on which state the planning takes place in.

While legal authority improves the effectiveness and reach of the comprehensive plan, it comes with challenges. Interpretation, implementation, and enforcement of the plan as significantly more important under planning mandate because “One of the consequences of the plan as a legally binding document is that its provisions must often be parsed and applied in concrete circumstances, sometimes in a manner not anticipated by its drafters” (Sullivan, The Role of the Comprehensive Plan, 1999). Because of this, conventional comprehensive plans were used mechanically to reach prerequisite targets rather than community visioning documents that providing guidance in the future.

Conventional comprehensive plans have struggled to adequately address new issues in planning because of “the historic evolution of the plan into a technical tool to allocate future land use and infrastructure to accommodate projected community growth and to provide a framework for zoning and development regulations” (Godschalk & Anderson, Sustaining Places: The Role of the Comprehensive Plan, 2012, p. 21). Many times, contemporary issues are not addressed in conventional plans because the issues were not fully known or understood when the topics and mandates for plans were developed. This is especially the case for issues such as climate change, which have only relatively recently been appreciated by policy makers.

Furthermore, the issues that are addressed in conventional plans can be siloed and narrow in scope, considering land use, economic development, and transportation as separate issues rather than a holistic whole. Godschalk writes that “Following the model set by most state enabling legislation for comprehensive plans, the traditional comprehensive plan is organized into individual elements that address discrete planning topics or functions” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012, p. 42).

Likewise, conventional planning has been limited to a local focus since each political jurisdiction has been tasked with planning only within its boundaries. Godschalk argues that an essential part of contemporary planning is looking beyond “the local level to incorporate regional and global environment, economy, and equity issues” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012, p. 4).

Finally, the conventional comprehensive plan is distinguished from the contemporary in their respective approaches to the final state of the plan. Traditionally, plans have been considered as completed documents and do not require review or update for a given amount of time, between which no real comprehensive planning occurs (Herman & White, 2016, p. 4). Indeed, many jurisdictions, including some in Oregon, have no official update requirement or timetable. In these cases, the comprehensive plan can remain stagnant for an indefinite amount of time. The contemporary plan, by contrast, can be thought of as a ‘living document’ in which the planning process of community engagement, monitoring and evaluation, and implementation never really end.

### Contemporary Comprehensive Planning

If the conventional comprehensive plan is distinguished by its narrow focus on traditional planning topics, its emphasis on legal prerogatives, and the inflexibility of its planning process, the contemporary comprehensive plan is distinguished much by the opposite conditions. Herman and White acknowledge that contemporary plans still plan for conventional topics, but emphasize the current incorporation of equity, health, inequality, climate change, community-oriented design, resiliency, and measurable metrics as new additions to the comprehensive plan. Overall, they argue that “Increasingly, these challenges are being addressed through the lenses of sustainability and resilience, rather than as stand-alone issues” (Herman & White, 2016, p. 2). One way to think of this change is viewing planning as moving from a land-based to a people-based approach where quality of life is a prominent feature in planning topics.

Many of the items for this literature review, especially those published recently, are explicitly aware that they are theorizing of a new paradigm in comprehensive, long-range planning. This new school of thought is closely related to the sustainable planning previously mentioned, but the distinctness of its presence in the literature merits in own thematic heading. Herman and White claim that the new comprehensive planning is distinct from the conventional approach because they “they cover new topics: sustainability, social equity, energy, climate change, and adaptation are all front and center, and land use and transportation are much better

integrated... they employ a more creative structure based on themes and big ideas, rather than the more traditional organization by elements... finally comprehensive plans of today are far more results-focused than ever before, with more emphasis on setting desired outcomes and tracking progress” (Herman & White, 2016). Godschalk believes, that in addition to sustainability, the new comprehensive planning is a “dynamic, democratic process through which communities plan to meet the needs of current and future generations without compromising the ecosystems upon which they depend by balancing social, economic, and environmental resources, incorporating resilience and linking local actions to regional and global concerns” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012).

A sense of optimism and a belief in the comprehensive plan as a planning tool is evident in much of the literature. For example, Vargas and O’Neill believe that “Today’s comp plans are more than high-level policy documents, often tackling issues at multiple scales simultaneously. This new generation of plans is bringing various types of community plans together” (Vargas & O’Neill, 2016). Not only do they believe that comprehensive planning is becoming more integrated with other planning activities, they also posit that comprehensive planning is moving into the budgeting process as well. According to them “Dwindling municipal budgets are making the public take a greater interest in understanding how money is being spent, and in keeping local governments accountable for producing concrete results that align with the comprehensive plan... the new generation of comp plans are helping communities do fiscal planning, driving the development of capital improvement plans and municipal budgets” (Vargas & O’Neill, 2016).

### Sustainability

Sustainability is an important theme in the comprehensive planning literature in the ways that it underpins the contemporary conception of the comprehensive plan as well as comprehensive plans ability to potentially address previously neglected environmental concerns. Godschalk sees comprehensive planning as the most logical way to achieve sustainable outcomes, stating that the “plan has the legal authority to act as the vehicle for guiding community development, the scope to cover the necessary functions and facilities, and the history of practice to inspire public acceptance of its policies” that make it “the tool of choice to deal with the sustainability challenges of this century” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). Herman and White argue that most, if not all, of the issue’s planners will face in the future can only be understood and solved through the paradigm of sustainability. According to them, “these challenges are being addressed through the lenses of sustainability and resilience, rather than as stand-alone issues” in the contemporary comprehensive plan (Herman & White, 2016).

In addition to this view of sustainability as a fundamental underlying philosophy for comprehensive planning, there is also a great amount of focus on how comprehensive planning can be utilized to address environmental issues. In conventional comprehensive planning,

environmental issues were not always adequately addressed and were often subservient to economic concerns. Berke and associates explain that “Comprehensive planning is a well-established function of local governments where environmental protection involves integration and coordination with other urban systems” and that as “part of a larger process for guiding and implementing... environmental policies, comprehensive planning activities can foster collaborative approaches among diverse groups of stakeholders that might not otherwise work together on ecological protection” (Berke, Spurlock, Hess, & Band, 2013). Furthermore, Zhou and associates argue that since “it is not feasible to reverse development and stop urban growth, making a comprehensive plan and concentrating urbanization within certain area are becoming popular strategies applied by urban planners to preserve nature resources and steer the development of urban settlement in a sustainable way” (Zhou, Wu, Woodfin, Zhu, & Chen, 2018).

### Livability

An important theme in contemporary comprehensive planning is that of ‘livability’, that seeks to incorporate the intangible but desirable elements of community into the comprehensive plan and planning process. Put another way, livability means that “all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). In a certain sense, then, livability is about coordinating the disparate aspects of comprehensive planning in a way that maximizes the benefit to all citizens in the community. Livability components in comprehensive plans may include, but are not limited to, providing for diverse modes of transportation, promoting mixed-use developments, conservation of open spaces and historic landmarks, and more.

According to the *Partnership for Sustainable Communities*, a collaborative exercise between the Department of Transportation, Housing and Urban Development, and the Environmental Protection Agency, there are six principles livability that can inform contemporary comprehensive planning. These principles are:

1. Provide more transportation choices.
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness.
4. Support existing communities.
5. Coordinate policies and leverage investment.
6. Value communities and neighborhoods.

(U.S. Department of Housing and Urban Development, n.d.)

Taken altogether, these principles provide a compelling roadmap for how comprehensive plans can create the desirable communities that citizens want to see. In fact, this holistic approach towards a higher quality of life marks a fundamental departure from the older styles of comprehensive planning discussed above. As Godschalk and Rouse write, “Traditional



comprehensive plans typically treat the different components of the built environment as separate elements... However, the built environment is a complex system made up of many interacting and dynamic elements, and planners face ongoing challenges in sustaining and coordinating the overall system as well as its component parts” (Godschalk & Rouse, *Sustaining Places: Best Practices for Comprehensive Plans*, 2015). Fortunately, the comprehensive plan is uniquely positioned to address these concerns since by its very nature it seeks to coordinate the myriad aspects of city planning.

### Resiliency

As with sustainability and livability, an expanded emphasis on community resiliency is a hallmark of the contemporary comprehensive plan. While the concept of resiliency is typically employed in conversations about natural disaster preparedness, the contemporary comprehensive plan seeks ways in which to also protect the economy and broader community from shocks and changes. Godschalk and Anderson view the distinguishing characteristic of resiliency in the contemporary comprehensive plan as the practice of aligning “plans and strategies with other community goals and to build public-private partnerships aimed at developing economies that can weather the impacts of changing situations” (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). Resiliency in this sense is the ability to adapt to change and handle adversity.

A new type of economic resiliency has gained traction in the contemporary comprehensive planning literature, reflecting globalization and the increasing interconnectedness of daily life. A combination of conventional economic development, which understands the role good jobs play in a successful community, and disaster resiliency planning, with its focus on mitigation and adaptation, economic resiliency planning emphasizes an local asset and place-based approach to ensuring prosperity (Godschalk & Rouse, *Sustaining Places: Best Practices for Comprehensive Plans*, 2015).

In addition to an expanded definition, the contemporary comprehensive plan addresses resiliency considering the ongoing climate change crisis confronting governments at all levels today. This is a critical distinction to make because climate change and related problems are completely lacking in the conventional comprehensive plan. This is not to fault the planners of yesterday, seeing as climate change has emerged as a preeminent issue only in the last few decades and has been a politically contentious topic, but to acknowledge that current conditions demand resiliency planning to mitigate and adapt to these changes. This type of comprehensive planning is needed to mitigate potential damages, reduce long-term costs, and allow for expedient recovery from future disasters (Godschalk, Rose, Mittler, Porter, & Taylor West, 2009).

The intersection between resiliency and climate change is of prescience for comprehensive planning in the coastal communities this guide is designed to advise because of the phenomena of sea level rise. Recommendations for combating sea level rise through comprehensive planning include adopting a minimum two-meter standard for future land use and

infrastructure planning (Pilkey & Young, 2009). While this is admittedly going to be a difficult task for many coastal cities around the country, the comprehensive planning process is an ideal way to engage this issue because of its potential to set broad visions and goals for the community as well as coordinate mitigation efforts across the spectrum of local government.

### Equity

Equity in the contemporary comprehensive planning process refers to the fair creation and application of the components of the plan. This equity includes a fair accounting of who should pay the costs for the programs and initiatives in the comprehensive plan, as well as ensuring that resources and policies are implemented fairly. This type of comprehensive planning is especially important because underserved and disadvantaged groups of citizens have conventionally been ignored, if not victimized, by the planning process. Equitable comprehensive planning is a way to begin to redress some of these historical wrongs while ensuring they are not repeated in the future.

The idea of equity can be especially pertinent when used in the public engagement part of the planning process. As Godschalk and Rouse state, because “disadvantaged, young, or immigrant populations often do not participate in debates over community policies and programs, their needs may fail to be recognized” while at the same time they are “often disproportionately affected by polluting land uses and natural disasters” (Godschalk & Rouse, *Sustaining Places: Best Practices for Comprehensive Plans*, 2015).

### Participatory

Given that comprehensive plans are only ever as good as the materials that go into them, the final distinct contribution of the contemporary comprehensive planning literature is an emphasis on authentic community participation. However, participation is not limited to pre-planning community input sessions. Instead, participation should be integrated into goal setting as well as implementation and accountability programs. This participatory emphasis is closely related to the equity considerations discussed above, and likewise reinforce the planner’s efforts to bring conventionally marginalized groups into the entire planning process. Potential tactics to increase the quality and quantity of public participation include city wide and neighborhood planning programs, targeting of different civic groups, inclusive representation in planning meetings, and advocacy for underrepresented voices in the planning process.

## The Oregon System

Given that comprehensive land use planning in the United States is largely left to the State's under the 10<sup>th</sup> Amendment, any accounting of comprehensive planning in Oregon must take into account Oregon's approach to planning. While the contemporary Oregon planning system was developed in the mid-20<sup>th</sup> Century, the history of the planning activities stretches back to the late 19<sup>th</sup> Century. From 1899 to the early 1960s there were various planning actions taken including setting aside beaches as public highways, instituting zoning and land use ordinances, and the adoption of laws to regulate land partitions and subdivisions (Department of Land Conservation and Development , n.d.).

However, faced with the predicament of uncontrolled growth in the 1960s and 70s and the need to protect agricultural and forestry industries, the Oregon legislature passed Senate Bill 100 in 1973. The bill created the Land Conservation and Development Commission (LCDC) and subsequently the Department of Land Conservation and Development (DLCD), as well as laid the groundwork for the system of land use planning Oregon uses in the present era. The Oregon system as delineated in Senate Bill 100 is distinguished from other state planning efforts by its requirement that "every Oregon city and county prepare a comprehensive plan in accordance with a set of general state goals" which at the same time preserves "the principle of local responsibility for land use decisions... simultaneously established and defined a broader public interest at the state level" (The Oregon Encyclopedia, 2020). Jurisdiction created comprehensive plans would thus be reviewed by state authorities for compatibility with delineated state planning goals before being approved or denied for actual planning use.

### LCDC & DLCD

As mentioned above, the Oregon land use planning system is governed by LCDC and DLCD. While the difference between these two organizations may seem confusing, they play complementary roles in creating, guiding, and implementing the land use system. LCDC is the commission that oversees the entire land use system. The commission "adopts state land-use goals and implements rules, assures local plan compliance with the goals, coordinates state and local planning, and oversees the coastal zone management program" (Department of Land Conservation and Development, n.d.). Commissioners are political appointees, selected by the governor to serve four-year terms, and meet every two months. Altogether, LCDC can be thought of as the high-level guiding executive of the Oregon land use system.

If LCDC is the high-level goal orienteer of the Oregon system, then DLCD is the actual government body that does the work of carrying out the state's policies. The agency describes its core mission as "managing urban growth; protecting farm and forest lands, coastal areas, and natural resource lands; and providing for safe, livable communities in concert with the vision of the local communities" for the State of Oregon (Department of Land Conservation and Development, n.d.). In many ways DLCD acts as an in-between for local communities who are actively engaging in comprehensive planning, the state's interests as represented by LCDC, and the federal government's land use related interests.

### *Statewide Planning Goals*

The core of the Oregon planning system dictated by LCDC and implemented by DLCDC resides in the nineteen statewide planning goals that guide all planning activity across the state. These planning goals apply to not only each city and county in the state, but also every special district and state agency. The statewide planning goals are as follows:

Goal 1 Citizen Involvement	Goal 7 Areas Subject to	Goal 14 Urbanization
Goal 2 Land Use Planning	Natural Hazards	Goal 15 Willamette River
Goal 3 Agricultural Lands	Goal 8 Recreational Needs	Greenway
Goal 4 Forest Lands	Goal 9 Economic	Goal 16 Estuarine
Goal 5 Natural Resources,	Development	Resources
Scenic and Historic Areas,	Goal 10 Housing	Goal 17 Coastal
and Open Spaces	Goal 11 Public Facilities	Shorelands
Goal 6 Air, Water and Land	and Services	Goal 18 Beaches and
Resources Quality	Goal 12 Transportation	Dunes
	Goal 13 Energy	Goal 19 Ocean Resources
	Conservation	

Of interest to this report are Goals 2, 16, 17, and 18. Goal 2, Land Use Planning, is important to the research presented here because it is in this goal that Oregon's mandate for comprehensive planning is explicitly spelled out. Goals 16, 17, and 18 concerning estuaries, shorelands, and beaches and dunes, are collectively referred to as the 'coastal goals' because of the geographic nature of their planning purviews. Both goals will be explored in more detail in the next sections of the report.

### *Oregon Comprehensive Plan Requirements*

As mentioned above, comprehensive planning in Oregon is enshrined as law through statewide planning goal #2, *Land Use Planning*. This goal requires all cities and counties to create comprehensive plans that are reflective of the other eighteen planning goals and are consistent with all other plans the jurisdiction creates. These are the comprehensive plans that must be approved, or '*acknowledged*' by DLCDC/LCDC before the jurisdiction can be found to have legally fulfilled its planning obligations. Because of this, as will be discussed more later in this report, many of Oregon's comprehensive plans are explicitly organized around meeting the nineteen state planning goals in as efficient a way as possible.

By law comprehensive plans must address all Statewide Planning Goals, include plan elements corresponding to each goal, plan for future buildable land needs for the next 20 years, as well as provide implementation measures. The four key components of the comprehensive plan are:

1. An inventory of existing conditions (factual base)
2. General goals and objectives
3. Policies

#### 4. Implementing ordinances and regulations (LeDuc & Shillinglaw, 2000)

As suggested by the first Statewide Planning Goal of *Public Participation*, in the Oregon system how the plan is put together is almost as important what its contents are. Most comprehensive plans will include an element which details the planning process, including steps such as community engagement, fact-finding research, development of community's vision and goals, evaluation of alternative actions, and adopting by formal planning and governmental bodies.

##### Plan Updates

The 19 Statewide Planning Goals and comprehensive planning requirements discussed above provide the overall structure in which local jurisdictions create their comprehensive plans in Oregon. However, once a comprehensive plan is in place, it will need amending and updating as it grows older and the community changes. The relevancy of plans is of concern in Oregon given that several decades have elapsed since many of the state's comprehensive plans were originally created, or even amended. To address these issues, the Oregon system has an update process consisting of community grants, periodic review, and post acknowledgement plan amendments.

DLCD's Community Service Division provides grants to local communities to update their comprehensive plans as well as engage in other planning activities. Their grants fund includes a variety of planning activities such as population forecasts, dispute resolution, periodic review, and technical assistance (DLCD, 2019). Technical assistance (TA) grants are a particularly common way of addressing planning issues that arise outside of the periodic review process. Examples of TA grants include economic development, affordable housing, resiliency planning, infrastructure financing plans, and comprehensive plans and implementation codes (DLCD, 2019).

##### Periodic Review

The periodic review process for updating comprehensive plans is intended to facilitate updates in response to changes in local conditions, coordinate comprehensive plans with investments and maintain the compliance of comprehensive plans with state policies (DLCD, n.d.). Periodic review is required by law for cities over 2,500 in the Portland Metro area or one of Oregon's Metropolitan Planning Organizations (MPOs), and for cities over 10,000 outside of those areas. The former group must complete periodic review on at least a seven-year schedule, while the latter must on a ten-year schedule. Counties are only legally responsible for the areas inside urban growths boundaries (UGBs) that are outside the cities jurisdictions (Department of Land Conservation and Development , 2012).

While the jurisdictions mentioned are the only ones legally required to complete the periodic review process on a set timetable, jurisdictions can petition LCDC to complete periodic review on a voluntary basis. Required jurisdictions can petition to begin their process ahead of schedule, and jurisdictions that are not required by law can petition to complete the process.

However, a jurisdiction comes to be approved for a periodic review process, once approved it must complete the same required process. First, a community engagement strategy must be developed and adopted for the entire periodic review process. Second, the plan must be evaluated to determine if and why periodic review is required. Criteria to guide this decision process include whether there have been substantial changes in the plans circumstances, decisions based on the plan are inconsistent with state goals, there are issues of regional significance that must be address in the plan, and if the jurisdiction determines the plan is not properly achieving state goals (Department of Land Conservation and Development , 2012). If the determination is made that the criteria present merit the initiation of the periodic review process, a work plan must be drafted and formally adopted for how the process will be carried out.

#### Post-Acknowledgement Plan Amendment (PAPA)

While periodic review is required in the circumstances discussed in the section above, not all edits to comprehensive plans happen within the periodic review process. When these changes are made, they are referred to as post-acknowledgement plan amendments, or PAPA. PAPAs have their own process involving public notifications, coordination with DLCD, and formal adoption that must be completed.

#### Oregon Coastal Management Program

The system of comprehensive planning outlined in the previous sections governs all jurisdictions across the state, but those located on the Oregon Coast have special considerations they must take into account. In fact, under the umbrella of DLCD and in partnership with the federal government, there exists the Oregon Coastal Management Program (OCMP) that specializes in planning for the coastal zone. According to DLCD, “the program provides the basis for protecting, restoring, and responsibly developing our nation's diverse coastal communities and resources” (DLCD, n.d.).

OCMP and coastal zone management occupy a unique place in Oregon’s planning system because they are a collaboration between the state and federal government. While comprehensive land use planning in general has largely been left to the discretion of local states, The Coastal Zone Management Act (CZMA) of 1972 set a federal precedent for this type of planning. The OCMP exists, then, as the local agency that administers the CZMA’s provisions on the behalf of the state of Oregon. However, Oregon’s land use planning system also include a series of explicitly coastal planning goals, discussed in more detail below, that add an extra level of oversight to the OCMP.

#### *Coastal Goals*

As mentioned before, the 19 Statewide Planning Goals include four goals that are specifically for implementation in coastal zone jurisdictions only. These include planning goals addressing estuaries and estuarine resources, shorelands, beaches and dunes, as well as ocean resources. Goal 16 is intended to guide development and resource decisions in estuarine areas designated by the state. Estuaries are classified by the amount of development they can include. Through

a system of management units estuaries are deemed either natural allowing only minimal low-intensity recreational and educational activities, as conservation areas allowing more types of recreation and some light economic activities, and as development where industrial and economic activity is allowed and encouraged.

Closely connected to the management of estuaries, Goal 17 governs development in water adjacent shorelands. In a similar fashion to estuaries, shorelands are inventoried and categorized based upon their characteristics. Many times, shoreland development, where allowed, will be reserved for water-dependent activities to ensure the most productive use of this unique land situation. However, especially as coastal economies change, some nonwater-dependent uses may be developed if they are properly integrated into the broader land-use pattern of development.

Goals 18 and 19 govern the management of beaches and dunes and ocean resources, respectively. Where a jurisdiction does have beaches and dunes, Goal 18 planning broadly consists of creating inventories of these natural developments that in turn inform which types of development will be allowed in those areas. Goal 19 provides the state with guidelines for managing the offshore resources of Oregon's oceans, but planning for this goal is not required for local jurisdictions since their purview ends at the water's edge. Taken all together these coastal planning goals provide a comprehensive framework for development for all types of coastal areas. While undoubtedly beneficial to the maintaining positive planning outcomes in these areas, coastal planning goals do add an additional planning burden to the local jurisdictions.

### Evaluating Oregon's Planning System

In many ways the Oregon system is emblematic of the conventional approach to comprehensive planning. The fact that the necessity of planning is established through State law inherently limits the scope of the plans that individual jurisdictions develop. Given that planning takes place in an environment of limited time and resources, many planning agencies may choose to limit their work to the bare minimum of what will be adopted by the State. Updates in the system are also limited, and for many smaller communities in the state non-existent. It is not uncommon to find plans whose primary substance was prepared in the 1970s, almost 50 years ago.

The State's 19 Planning Goals can also be viewed as conventional in their function. The distinct planning goals risk the silo-ing of planning topics by approaching each phenomenon from a limited perspective. Furthermore, the goals focus on traditional planning topics such as economic development, housing, and public facilities infrastructure. Indeed, the Oregon system was originally developed to focus on basic land use issues around the prominent agricultural and timber economies. Finally, by placing the duty of comprehensive planning as the responsibility of local jurisdictions, the Oregon system does little to integrate regional considerations into its planning processes. Without this coordination the planning efforts of local jurisdictions can be unintentionally undermined.

While the Oregon system is a product of the conventional comprehensive planning perspective, it would be unfair to say it does not also contain promising aspects of the contemporary approach. First, while many of the statewide planning goals focus on conventional topics, there are also goals that implicitly concern the resiliency of communities, the sustainability of natural resource use, and equity in the planning process. The system overall is also able to balance statewide policy and local agency in a way that produces consistent positive outcomes while retaining the unique character of communities. The Oregon system was a bold and progressive idea when it was first proposed in the early 1970s, and it remains one of the most forward-thinking planning systems in the United States to this day. With reflection and improvement there is no reason that Oregon cannot modify its efforts into a contemporary system of comprehensive planning.

## Content Analysis

### Methodology

The emphasis of content analysis in this project will be of the comprehensive plans of focus jurisdictions. Since Oregon requires comprehensive planning and set guidelines for their content, the comprehensive plans provide a baseline document from which to comparatively evaluate the jurisdictions. Various planning documents and stated goals, action items, implementation schemes, and code provisions could potentially be reviewed as well. The content of the comprehensive plans will be evaluated using the “Plan Scoring Matrix” and “Plan-Quality Evaluation Protocol”. These evaluation tools will illustrate how the focus jurisdictions’ comprehensive plans perform from both conventional and contemporary planning perspectives.

Closely related to the case studies described below, the content analysis process will take a technical look at what planning elements are present in the plans. This information will be particularly useful when determining how these plans can address the additional planning topics of contemporary comprehensive planning.

### Case Selection

Focus cases for this project will include Curry and Coos Counties, as well as the cities of Brookings, Gold Beach, and Port Orford. These cases were selected after discussion with DLCD staff on in part because they were deemed most deserving of assistance from this project. Other considerations in case selection were striking a balance of cities and counties, selecting jurisdictions that utilize Oregon’s coastal planning goals, and focusing on small cities under 10,000 in population.

To provide a counterweight by which to evaluate the focus cases, the jurisdictions of Bend, Salem, and Eugene were added. These cases were selected because their size and geographic locations provide a stark but accessible contrast to the coastal jurisdictions. In the case of Eugene, Springfield has been added since the most recent complete comprehensive plan for that area includes both jurisdictions. Jurisdictions from the Portland Metro were not selected



due to the large size of the area and unique planning circumstances of its regional governance. A brief overview of demographic data for the jurisdictions is shown in the table below.

**Table 1: Demographic Data of Case Studies**

	Population	Median Age	% in Poverty	% White	% College Degree +	Median Income
<b>Oregon</b>	4,081,943	39.2	14.10%	84%	47%	\$59,393
<b>Coos County</b>	63,308	48.5	17.10%	88%	27%	\$43,308
<b>Curry County</b>	22,507	56.1	14.50%	91%	39%	\$46,396
<b>Bend</b>	90,500	38.6	10.30%	93%	62%	\$63,468
<b>Brookings</b>	6,413	49.2	11.00%	89%	41%	\$53,087
<b>Eugene/Springfield</b>	227,522	35	20.95%	84%	46%	\$46,093
<b>Gold Beach</b>	2,208	54.9	18.20%	92%	36%	\$35,625
<b>Port Orford</b>	950	61.8	28.90%	97%	59%	\$27,339
<b>Salem</b>	166,756	35.4	15.60%	81%	37%	\$53,619

Source: American Community Survey

Each jurisdiction’s planning practices, planning needs, demographics, and other pertinent information were reviewed. This method seeks to explore how current comprehensive planning practices are working for the jurisdiction, and where possible areas of improvement exist. Case studies will also examine the capacity of these jurisdictions to engage effectively in the plan update process. Finally, individual cases will be compared to Oregon’s planning requirements to determine the specific actions that must be taken to maintain legal compliance with state regulations.

### Evaluation Matrices

To assess the different aspects of the case comprehensive plans, I used evaluation matrices developed by Godschalk and his colleagues. The first evaluation matrix is the *Plan-Quality Evaluation Protocol* which is used in this study to assess the comprehensive plans based upon a conventional view of long-range planning (Berke, Godschalk, Rodriguez, & Kaiser, 2006). The second matrix, the *Plan Scoring Matrix* comes from Godschalk and Rouse’s *Sustaining Places: Best Practices for Comprehensive Plans* and is used to represent the contemporary principles and topics of comprehensive planning. While each evaluation matrix has been chosen to represent different perspectives of comprehensive planning in the case studies, they are both equally valid in what they tell us about the plan’s contents. In fact, the most insightful way to understand these plans is by considering both results.

The *Plan-Quality Evaluation Protocol* is composed of two parts, the first concerning internal plan-quality criteria and the second external plan-quality criteria. Within the internal criteria are the issues and vision statements, the fact base of the plan, goal and policy framework, and plan proposals. External criteria include the encouragement of opportunities to use the plan, the creation of clear views and understanding of the plan, the accounting for interdependent actions in the plans scope, and the participation of actors in the plan making process. For each criterion there are several corresponding questions and statements to which values are assigned depending on how the plan corresponds to them. Values include a 0 if the criterion is

not identified in the plan, a 1 if it is identified but is treated vaguely, and a 2 if the criterion is identified in detail.

The *Plan Scoring Matrix* has a similar overall structure as the *Plan-Quality Evaluation Protocol* but differs in the criteria it used to evaluate the plan. The principles of the plan are measured considering how the plan addresses the livability of the built environment, harmony with nature, resilient economy, interwoven equity, the health of the community, and responsible regionalism. The plan making process is evaluated by how authentic the participation is and how accountable the implementation of the plan is. Finally, the attributes of the plan are assessed for consistent content and the coordinated characteristics of the document.

Like the *Plan-Quality Evaluation Protocol* the *Plan Scoring Matrix* has attributes under each heading that can be scored. The matrix has a distinct scoring method of assigning a 0 if the criteria is addressed in the plan, a 1 if the attribute is minimally addressed, a 2 for moderately addressed, and a 3 for fully addressing the attribute. However, for the purpose of this content analysis I have used the 0, 1, 2 system from the *Protocol* for the *Matrix*. This provides a consistent logic across the content analysis, and it will not distort the results since the case studies will still be weighed relative to each other. Furthermore, I found the *Protocol* to be more intuitively objective rather than the *Matrix's* reliance on subjective terms such as 'minimal', 'moderate', and 'full'.

Using these evaluation matrices to perform content analysis on the case studies provides us with a uniformed, consistent, way to judge the effectiveness of these plans. With a consistent baseline established for evaluation, the possibility opens of determining where plans are performing well or falling behind in performing their duties. Additionally, the scoring system allows for a degree of nuance while also keeping the scoring simple and straightforward. Sometimes plans while contain material concerning a topic or attribute, but nor directly address it. In these cases, the determination must be made to which degree the plan complies with the criteria. Finally, by considering each comprehensive plan from the differing views of the evaluation matrices we learn different things about how these plans work, how the matrices work, and what values we are implicitly embedding in our view of conventional and contemporary comprehensive planning.

### Critique of Evaluation Matrices

The limitations of this approach must be discussed before moving forward to the results of the content analysis. First, it is unclear what exactly an assigned score tells us about a plan. A plan is not 'bad' or 'good' if it receives a certain score. Instead, these determinations must be made carefully and in the community context in which these plans exist. The scores only give us an idea of what is included in the plan's text and what is not.

Second, these evaluation matrices have their implicit biases for what should be included in a comprehensive plan. It is possible that different combinations of attributes and criteria would produce different scores for each plan. This issue is further complicated because the case

jurisdiction's do plan under the Oregon System and so their plans are tailored towards those goals and attributes. In this way, the evaluation matrices are an imperfect fit since their perspective of comprehensive planning is broader and more generalizable than the case studies. The purpose of the Oregon comprehensive plans must be considered in the context of the evaluation matrix criteria. As discussed above, Oregon plans are part of a broader land use planning program and thus take on a character that can be rigid and legalistic. For example, conventional evaluation puts a premium on using the comprehensive plan as a community visioning document.

While some jurisdictions perform relatively well in this category, many otherwise high-scoring plans such as those from Coos and Curry Counties do not. This could potentially be because these communities are planning for state mandate and not for the direct development of their communities through the planning process. This is not to suggest these plans are failing or that the work they do does not develop their communities, but instead to say the evaluation of the plan must consider the context in which planning takes place.

Finally, attributes and criteria listed in the evaluation matrices can be granular or vague, complicating objective scoring. For example, the *Matrix* asks about climate change mitigation, an exact topic that is not found in many of the plans which were created before the contemporary focus on the issue. However, these plans may include discussions on curbing emissions and protecting the natural environment. To what degree the plan accommodates climate mitigation can be open to interpretation.

**Table 2: Conventional Matrix Scores**

	Conventional Score	Letter Grade
Bend	94	C (78%)
Coos County	92	C (77%)
Curry County	81	D (68%)
Salem	74	D (62%)
Eugene-Springfield	70	F (58%)
Brookings	67	F (56%)
Gold Beach	61	F (51%)
Port Orford	13	F (11%)

**Table3: Conventional Matrix Component Scores**

Conventional evaluation: City Comprehensive Plan	Bend	Brookings	Coos County	Curry County	Eugene-Springfield	Gold Beach	Port Orford	Salem
Internal Plan-quality Criteria								
1) Issues and Vision Statement	7	5	4	4	4	7	0	5
2) Fact Bases	26	22	25	23	23	19	0	21
3) Goal and policy framework	6	8	8	6	6	6	7	8
4) Plan proposals	18	16	19	16	12	10	4	13
External Plan-Quality Criteria								
5) Encourage use plan	8	5	9	7	7	5	0	8
6) Clarity in understanding plan	10	2	6	6	3	3	2	5
7) Account for interdependency of actions	4	4	6	5	5	2	0	6
8) Participation	15	5	15	14	10	9	0	8
<b>TOTAL</b>	<b>94</b>	<b>67</b>	<b>92</b>	<b>81</b>	<b>70</b>	<b>61</b>	<b>13</b>	<b>74</b>

## Conventional Perspective

When the results of the conventional matrix are examined there are a variety of patterns that become apparent. First is that Bend stands out as the highest scoring plan with 94 earned points and an overall score of 78%. One reason Bend appears to have outscored the other plans is its ability to provide a strong vision for the community that guides the rest of the planning process. By providing an assessment of major trends and forecasted changes, reviewing problems currently facing the community, and providing a visioning statement for the community's future Bend scored highly in this section of the matrix.

Closely related to the visioning, Bend also performed well when it came to providing a fact base for the actions in the plan. While all Oregon plans utilize some form of a fact base or inventory due the requirements outlined by the Statewide planning goals, these can manifest themselves to varying degrees of success in individual plans. In Bend's case the comprehensive plan clearly showed present and future forecasts for population demographics and economic activity, planning for future buildable land supplies, forecasting future public facility needs and investments, and planning for maintenance of the natural environment and management of natural resources.

A final place where Bend stood out from the other plans in this study was in what the conventional matrix refers to as 'participation of actors'. This evaluation principles puts emphasis on how the comprehensive plan details the planning process by which it was created, how citizen involvement was recruited and deployed throughout the process, and what future actions and participants are detailed in the plan's text. Bend's comprehensive plan scored highly on these criteria. Interestingly, Bend was vaguer when it came to incorporating a broad spectrum of stakeholders. As will be discussed in more detail later, this is most likely because the plan speaks more about a general outreach to the public as opposed to direct outreach to traditionally marginalized groups per se.

Another pattern we can see in the conventional planning dataset is that the county case studies appear to perform better overall than the city jurisdictions. While Bend holds the top position, and who's comprehensive plan appears to be especially suited for both conventional and contemporary planning, Coos County is a close second at 92 points and Curry County comes in third with 81 points. The average score of the next four cities is only 68 points, and Port Orford comes in last with 13 points. A possible explanation for these numbers is that county governments must take a broader view by necessity. Having a larger geographical planning area that in turn includes the local jurisdictions could potentially make county comprehensive plans more effective by nature.

As was the case with Bend, both Coos and Curry counties scored highly for their fact bases and inventories. Using in text information, appendices, and added volumes, these plans contain a wealth of scientific knowledge covering a range of disciplines that underpin the planning policies and proposals. The use of maps and tables, fact-based policies, and data source

citation the two plans earned high marks for demonstrating the basis on which their decisions were derived. Coos and Curry counties also scored highly for their plan proposals. The evaluative criteria for this topic included the spatial design of the plan's information, the implementation of the plan, and the monitoring scheme put in place to ensure additional evaluation. While these plans succeeded primarily in the spatial provisions of land use maps, growth projections and infrastructure planning, their scores for implementation and monitoring are considerably lower. In this regard the counties are not alone, with almost all the plans reviewed for this report scoring lowly for these sections.

Outside of Bend's high scores and the counties' good performance, one of the most striking things about the conventional scores is the outlier of the dataset Port Orford, which only received 13 points. This score is most likely a result of the format in which Port Orford presents their plan. It is a total of 20 pages, which pales in comparison to other jurisdictions that have hundreds, if not thousands, of pages in their total plans. Port Orford instead focuses on presenting only the goals and policies of their plan, dedicating approximately one page to each state planning goal. Since to fact base is provided, no engagement strategy is articulated, and no monitoring program is described, Port Orford automatically suffered from a loss of scoreable content.

While the low score suggests a deficiency of some sort with the Port Orford plan, in many ways it is the most accessible and still meets many planning goals. Port Orford's focus on goals and policies make for a stronger presentation than other plans. Indeed, while Bend performs much better than Port Orford from an overall conventional perspective, Port Orford outscores Bend when it comes to its plan's goal and policy framework. Port Orford achieved this by stating its goals clearly and succinctly, providing internal consistency between policies, and using binding as opposed to suggestive language. This point can be seen clearly in Port Orford's improved scores in the contemporary section where Port Orford places above Brookings and is in the same relative range of the other plans. This is an important reminder that how we look at a plan greatly affects how we view its usefulness.

Finally, the overall low scores of the comprehensive plans stands out as a surprising result from the dataset. These grades were derived from dividing the number of points a plan earned from the total number of points that were possible to earn. A bulk of the plans receive what can be colloquially considered as failing grades, receiving a 69% or lower. Not only this, but relatively high scoring plans like Bend and Coos County still only earn total grades of 78% and 77% respectively. When the results of conventional analysis are viewed from an absolute, as opposed to relative, perspective, it can be seen that all of the evaluated plans scored poorly for implementation and monitoring, clear and understandable content, and participation of actors.

While the plans do score slightly higher on implementation than monitoring, the numbers show these are still both areas where total scores are low. Typically, the implementation sections the plans provide suffer from a lack of concrete actions and update timetables. While the need for

implementation may be addressed and broad steps outlined, the plans were not always able to assign tasks to specific actors, provide a timetable, or identify sources of funding. In the case of update timetables, those case jurisdictions that are exempt from periodic review suffered especially since they effectively have no set timetable for these actions. While most plans were likely to include at least some language on implementation, monitoring was consistently less likely to be included. Because of this it makes sense why monitoring scores would be low. This appears to be because the plans did not provide quantifiable or measurable objections for goals and policies, and likewise did not identify objective indicators or metrics to provide for a basis of plan evaluation.

Another area where all the jurisdictions received low scores was for their ability to create clear views and understanding of their plans. Essentially, this section of the evaluation matrix seeks to assess the public accessibility of the documents. As mentioned above, Oregon plans exist to fulfil a legal planning mandate, not serve as public facing documents per se. The literature of comprehensive planning seeks to make the plan as community oriented as possible. In this section plans lost points due to not providing glossaries or definitions of key terms, not providing content summaries, and excluding outside outreach documents from the plan.

Finally, some Oregon plans performed poorly from the conventional perspective when it comes to public participation. This is a striking result since Goal 1 of the Oregon planning system concerns public participation in the comprehensive planning process. While jurisdictions such as Bend and Coos County scored almost perfectly for this section, others such as Brookings, Gold Beach, and Port Orford did not. These latter jurisdiction's plans scored lower mainly for what they omitted from including in their plans. Many times, stakeholders were not representative of all groups in society, the plan's evolution was vaguely described, and the plans did not draw from a broad section of stakeholders. Instead, described participation efforts typically included working with other governmental agencies and general outreach to the public. While these efforts may be worthwhile, the conventional matrix typically favored more robust community involvement measures.

**Table 4: Contemporary Matrix Scores**

	Contemporary Score	Letter Grade
Bend	184	C (72%)
Eugene-Springfield	168	D (66%)
Salem	147	F (58%)
Curry County	126	F (49%)
Coos County	122	F (48%)
Gold Beach	114	F (44%)
Port Orford	110	F (42%)
Brookings	108	F (41%)

**Table 5: Contemporary Matrix Component Scores**

Contemporary evaluation: City Comprehensive Plan	Bend	Brookings	Coos County	Curry County	Eugene-Springfield	Gold Beach	Port Orford	Salem
Principles								
1) Livable Built Environment	30	20	14	15	26	15	12	25
2) Harmony with Nature	22	20	11	18	20	16	18	14
3) Resilient Economy	13	10	8	6	11	6	8	10
4) Interwoven Equity	11	4	11	9	9	7	11	8
5) Healthy Community	12	6	1	4	14	6	6	8
6) Responsible Regionalism	18	7	14	11	19	11	11	18
Processes								
7) Authentic Participation	13	10	13	8	9	7	10	9
8) Accountable Implementation	19	10	13	13	19	12	6	13
Attributes								
9) Consistent Content	22	7	20	20	19	15	12	21
10) Coordinated Characteristics	24	14	17	22	22	19	16	21
<b>TOTAL</b>	<b>184</b>	<b>108</b>	<b>122</b>	<b>126</b>	<b>168</b>	<b>114</b>	<b>110</b>	<b>147</b>



## Contemporary Perspective

Turning to the contemporary evaluation of the comprehensive plans some of the patterns from a conventional perspective are still present, but new patterns emerge. Foremost is the fact that the coastal jurisdictions fall behind the comparative cases. Bend, Eugene, and Salem score above all five of the coastal jurisdictions. This discrepancy can be potentially be because the larger jurisdictions must do updates and periodic review on a more regular schedule, have more funds to perform their planning processes, they prioritize contemporary concepts in their planning process, or any combination of the above. Additionally, of the coastal jurisdiction the two counties once again have higher scores than their local counterparts.

An evaluation of the individual component scores from the contemporary matrix shows that the control jurisdictions had consistently high built environment, regionalism, and implementation scores than their coastal counterparts. The control jurisdictions were able to score high of the livable built environment because they included policies for mixed-use land development, the conservation of historic resources, and the implementation of green energy conservation codes. Other areas of success include providing for infill development and walkable neighborhoods.

The responsible regionalism section of the contemporary matrix is intended to measure the plan's ability to "ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region" (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). One-way Bend, Eugene, and Salem were able to do this was by coordinating their land-use plans with regional transportation plans. Additionally, they brough regional economic and population growth to bear on their projections and forecasts. By contrast, common regional topics missing from coastal plans include the coordination of capital improvements with regional investments, promoting regional sharing of resources, and coordinating local and regional housing plans.

Another explanation for why the control jurisdictions outperformed the coastal jurisdictions appears to be in accountable implementation. Bend, Eugene, and Salem consistently scored highly in this area for their ability to indicate specific actions for implementation, establish interagency and organizational cooperation programs, and connect plan implementation to the capital improvement process. Capital implementation coordination appeared to be a particularly divisive topic; while of control plans received full scores for this topic none of the coastal plans did.

While the goals and policies of a plan are no doubt critical to understanding its worth, the process by which it is made and implemented can be the final determination of what gets done in the real world. Of note here is the fact that the counties once again lead the other coastal jurisdictions, and Coos County in particularly performs relatively highly finishing in the top three jurisdictions. The process criteria include considerations about participation and implementation of the comprehensive plan. Since counites by their nature involve more

coordination of jurisdictions this is a likely reason they would score higher here. Additionally, since all the coastal cities in this set are exempt from periodic review under Oregon law, they scored lower on the monitoring and evaluation components of the evaluation matrix.

Finally, as was the case with the conventional evaluation, all the jurisdiction's reviewed for this report performed poorly when their total scores were calculated. In fact, in the contemporary case these scores are much worse. Bend is still the highest score, but its value has dropped to a 72% compared to the 78% it scored in the conventional category. From there the scores drop quickly with Brookings scoring the lowest with a 41%. Troublingly, most of the cases and all the coastal jurisdictions score entirely below a 50%. The contemporary matrix describes the level of achievement of plans to be 'designated' from 70-79%, to have a 'silver' value from 80-89%, and the gold standard sits at 90-100% (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). It is unfortunate that only one plan, Bend's, barely makes the designated cut.

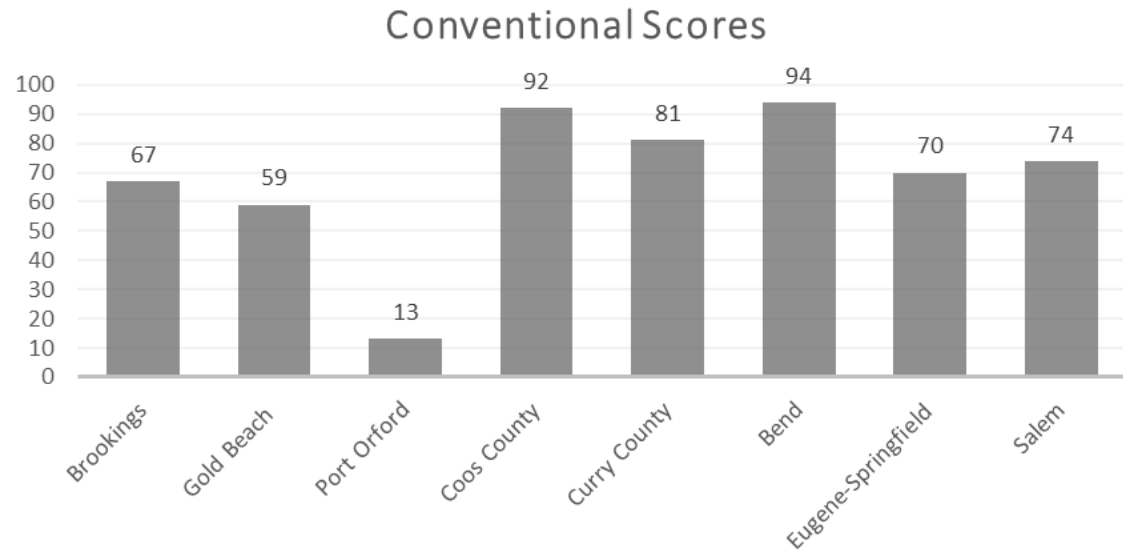
The reasons for this poor overall performance can be found in the individual component scores. All the plans reviewed scored poorly overall for equity, health, resiliency, and authentic participation. 'Interwoven Equity' is defined by the contemporary matrix as ensuring "fairness and equity in providing for housing, services, health, safety, and livelihood needs of all citizens and groups" (Godschalk & Anderson, *Sustaining Places: The Role of the Comprehensive Plan*, 2012). While the plans no doubt covered many of these topics within in their policies and goals, most were not aggressive in targeting services towards marginalized groups and individuals. Many times, it seemed that equity was implied in the provision of a service. This may be the case, but the contemporary literature seeks to rectify traditional under-planning with affirmative outreach. This tension can be felt when reviewed plans lost points for protecting vulnerable populations from hazards, planning for the improvement of disadvantaged neighborhoods, and providing for workforce diversification and development.

Another area in which the studied plans scored poorly was for a healthy community. Most discussion of health and health facilities that did exist in the plans were confined to broader conversations on public facilities and infrastructure. Contemporary planning, however, is interested in proactively planning for crime reduction, the redevelopment of brownfields, and equitable access to health care providers, schools, public safety facilities, and cultural facilities. Indeed, many of these topics were completely absent from the comprehensive plans. This may be because there is no Statewide Planning Goal that specifically addresses these topics. Since Oregon comprehensive plans take these goals as a guide for their planning, they are less incentivized to pursue these topics. A similar finding exists for resiliency planning. While these comprehensive plans were solidly planning for resiliency in terms of natural hazards, as is essentially required by Goal 7 of the Oregon System, they lost points when they did not expand this idea to the economy, the promotion of green businesses, and for fiscal sustainability.

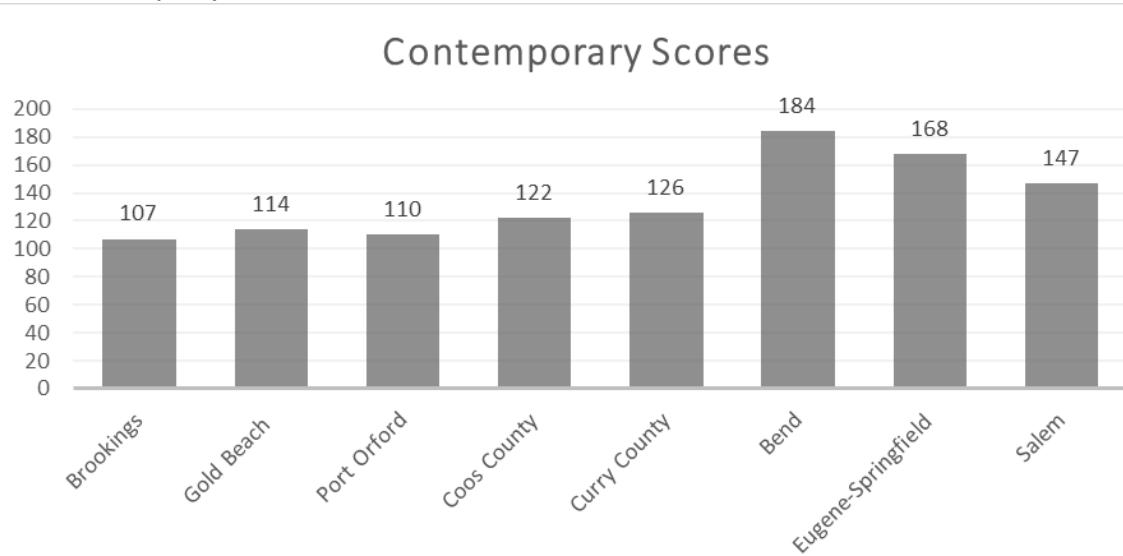
Authentic participation was another area where the plans scored lower than expected, mirroring the similar results of the conventional analysis. As was the case then, plans failed to

adequately seek active diversity throughout their planning processes, to promote leadership from within marginalized communities, and to continually engage the public even after the planning process was over.

**Table 2: Conventional Score Totals**



**Table 3: Contemporary Score Totals**



## Cross Reference

When the scores from both conventional and contemporary matrices are evaluated considering each other, a few important patterns stand out. Bend performs relatively well on both matrices, suggesting that there is not a tradeoff between conventional and contemporary planning. Alternatively, it is possible that a better conventional planning foundation will lead to more contemporary ideas being incorporated into the plan. This suggests that the way planning has been done can be synergistically combined with the new way planning professionals envision. The old goals of vision statements and fact bases can be combined with new considerations for sustainability and equity. From this perspective contemporary planning is not a novel approach to the discipline, but instead is a natural outgrowth of the same desire to create desirable communities for all to live in.

Furthermore, Bend has crafted an exemplary comprehensive plan with much effort from planning professionals and input from the community. One thing that stands out is how user friendly and public facing the document is. While some of the comprehensive plans can be jargon heavy and are clearly intend for professional planners to be the target audience, Bend has created a document that is aesthetically pleasing, intuitive to use, and simple to understand.

Another item to note in the cross-referencing of the matrices scores in Port Orford's relative increase in performance from the conventional to contemporary perspective. As discussed in the preceding methodology section, the *Plan Scoring Matrix* that was used for contemporary evaluation consisted of a principles, process, and attributes sections. Each of these sections evaluate the comprehensive plan from different perspectives of planning activity. Concerning the principles of planning, all the coastal jurisdictions once again score lower than those in the interior portion of the state. However, it is interesting to note that Port Orford scores the highest of any of the coastal jurisdictions in this category, and that the county comprehensive plans that had previously led the group score lower than all jurisdictions but Gold Beach. This pattern may be explained by the local jurisdiction's ability to tailor their goals and policies more specifically to the livability needs of their citizens. It is also a reminder that longer plans are not necessarily better than shorter ones. Ultimately, it is about the substance of the plan, not the complexity.

While conventional scores were a mix of success between coastal and control jurisdictions, the contemporary results show that Bend, Eugene, and Salem consistently score higher than the coastal jurisdictions. This suggests that there is a gap between of contemporary issues in coastal comprehensive plans. It is possible that the periodic review required for the larger jurisdictions has led to these higher scores, or that the communities share different values. However, the fact that all the reviewed plans scored fair to poor on conventional planning measures suggests that there are structural planning needs that must be met before communities can expand their planning to contemporary issues.

## Takeaways for Practice

Given the insights of the content analysis and evaluation discussed in the previous section, a variety of recommendations can be made for how to improve the comprehensive plan quality for coastal jurisdictions. First, DLCDC should consider making periodic review mandatory for all planning jurisdictions, instead of the current 10,000-person population cutoff. While it is true that any jurisdiction can voluntarily engage in a periodic review process if they desire to, it can be hard for these smaller cities dealing with already limited resources and capacity to engage in the serious work of overhauling their comprehensive plans, especially when they don't have to. Expanding periodic review ensures that they can find the political will to make these changes on a timely basis.

Periodic review requirements, however, do not necessarily solve the problem of the limited resources and capacities of these jurisdictions. In particular, the updating of fact bases can be a prohibitively expensive and time-consuming process given the large amount of outside consultation that is needed. This is especially true for coastal jurisdictions since they must plan for the additional coastal goals which require a variety of scientific fields to weigh in on how best to plan for the area. While the evaluation matrices used in this project did not specifically gauge the usefulness of the present fact bases, more so the extent to which they were present or absent, it is clear many of the plans are relying on old data that is more than likely no longer useful for planning activities.

One solution to this problem is for DLCDC to expand their current technical assistance (TA) grant programs, which give funds to jurisdictions to engage in this type of complicated and expensive planning work. While this program currently does exist, its funds are limited and jurisdictions that are required to perform periodic review currently understandably receive a large preference. The result is that many of these small coastal jurisdictions are effectively cut out of the funding conversation. An obvious solution, in addition to the expansion of periodic review mentioned above, is for DLCDC to increase the amount of TA funds they make available and ultimately for the Oregon State Legislature to allocate more funds for these type of update activities. However, while this may sound simple in theory, the number of actors involved, and the highly political atmosphere of the legislature mean that this type of assistance is most likely not feasible in the short or medium term.

One potential solution to this could be a modified periodic review that involves clustering counties and local jurisdictions together into one update process. As has been discussed above, counties already seem to perform better on comprehensive planning measures due to their unique positions between state and local government. Involving local jurisdictions more closely in their planning processes may help diffuse some of these regional scale benefits down to the local level. Furthermore, when total populations of the counties are taken together, they surpass the current population thresholds for periodic review established by the state. Under a program like this DLCDC could leave their current periodic review and TA assistance programs

largely the way they are and still expand the impact of their policies to jurisdictions currently outside the purview of the program.

A final recommendation for the updating and improvement of comprehensive plans on the Southern Coast is that DLCD create model plan sections that can easily be integrated into local comprehensive plans to meet the contemporary issues in planning more effectively. Contemporary comprehensive planning's concepts of sustainability, equity, livability, and more are important because they were not actively considered when Oregon's planning system was created in the 1970s. It has only been in recent years, and with a new view of controversial topics such as planning's historic inequities and climate change, that they have risen to prominence as topics that should be included in a contemporary plan. Model code is a relatively inexpensive and simple way for these topics and targeted language to be included in these plans with minimal effort.

It has been almost half a century since Oregon's groundbreaking planning system was created. To this day the Oregon model continues to be one of the most progressive, innovative, and effective comprehensive planning systems in the United States. This is something to be extremely proud of. It is in that same spirit of innovation and love of the State of Oregon that we must collectively approach the maintenance of this planning system. If the right investments are made now the Oregon system will continue to be a gold standard for the next 50 years and beyond.

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# Appendix

## Evaluation Matrices

### Plan-Quality Evaluation Protocol - Conventional Score Cards

B end

<b>Plan-Quality Evaluation Protocol</b>	
<b>INTERNAL PLAN-QUALITY CRITERIA (1-4)</b>	
<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b>
	2 = Identified, detailed
	1 = Identified, vague
	0 = Not identified
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?	2
1.2 Is there a description of the community's major opportunities and threats for desirable development?	1
1.3 Is there a review of the problems and issues currently or potentially facing local government?	2
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?	2
MAXIMUM SCORE: 8	
SUBTOTAL	7
<b>2. FACT BASE</b>	<b>Coding Categories:</b>
	2 = Identified, clear, relevant
	1 = Identified, vague
	0 = Not identified
A. Description and Analysis of Key Features of Local Planning Jurisdiction	
2A.1 Present and future population and economy	2
2A.2 Existing land use, future land use needs, and current land supply for the future	2
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy	2
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use	2
MAXIMUM SCORE: 8	
SUBTOTAL	8

<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>2</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>2</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>2</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>2</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>18</u>

**3. GOAL AND POLICY FRAMEWORK****Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>0</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>2</u>
3.4	Are policies mandatory (with words like <i>shall</i> , <i>will</i> , <i>require</i> , <i>must</i> ) as opposed to suggestive (with words like <i>consider</i> , <i>should</i> , <i>may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>6</u>

**4. PLAN PROPOSALS****Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

<b>A: Spatial Design</b>		
4A.1	Does plan have a future land use map?	<u>2</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	2
MAXIMUM SCORE: 10	
SUBTOTAL:	10

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	2
4B.2 Are the actions for implementing plans prioritized?	0
4B.3 Are timelines for implementation identified?	1
4B.4 Are organizations with responsibility to implement policies identified?	2
4B.5 Are sources of funding to implement the plan identified?	0
4B.6 Is there a timetable for updating the plan?	2
MAXIMUM SCORE: 12	
SUBTOTAL	7

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	0
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	0
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	0
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	1
MAXIMUM SCORE: 8	
SUBTOTAL	1

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	2
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	2

5.3 Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>0</u>
5.4 Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5 Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL	<u>8</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**  
 2 = Identified, clear, relevant  
 1 = Identified, vague  
 0 = Not identified

6.1 Is a detailed table of contents included (not just list of chapters)?	<u>0</u>
6.2 Is a glossary of terms and definitions included?	<u>2</u>
6.3 Is there an executive summary?	<u>0</u>
6.4 Is there cross-referencing of issues, goals, objectives, and policies?	<u>1</u>
6.5 Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>2</u>
6.6 Are clear illustrations used (e.g., diagrams, pictures)?	<u>2</u>
6.7 Is spatial information clearly illustrated on maps?	<u>2</u>
6.8 Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>1</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>10</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

7.1 Are horizontal connections with other local plans and programs explained?	<u>2</u>
7.2 Are vertical connections with regional or state policies and programs explained?	<u>1</u>
7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>1</u>
MAXIMUM SCORE: 6	
SUBTOTAL	<u>4</u>

<b>8. PARTICIPATION OF ACTORS</b>	<b>Coding Categories:</b>
	2 = Identified, clear, relevant
	1 = Identified, vague
	0 = Not identified
8.1 Are organizations and individuals that were involved in plan preparation identified?	<u>2</u>
8.2 Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>2</u>
8.3 Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>2</u>
8.4 Is there an explanation of participation techniques that were used?	<u>2</u>
8.5 Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>2</u>
8.6 Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>2</u>
8.7 Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>2</u>
8.8 Does the plan incorporate input from a broad spectrum of stakeholders?	<u>1</u>
MAXIMUM SCORE: 16	<u>15</u>
SUBTOTAL	<u>15</u>
OVERALL MAXIMUM SCORE: 120	<u>94</u>
OVERALL TOTAL (Sum subtotals from 1-8)	<u>94</u>

**Plan-Quality Evaluation Protocol**  
**INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified	
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?		<u>1</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?		<u>2</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?		<u>2</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?		<u>0</u>
MAXIMUM SCORE: 8		
SUBTOTAL		<u>5</u>
<b>2. FACT BASE</b>	<b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified	
A. Description and Analysis of Key Features of Local Planning Jurisdiction		
2A.1 Present and future population and economy		<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future		<u>2</u>
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy		<u>2</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use		<u>2</u>
MAXIMUM SCORE: 8		
SUBTOTAL		<u>8</u>



<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>0</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>1</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>2</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>1</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>14</u>

**3. GOAL AND POLICY FRAMEWORK**

**Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>2</u>
3.4	Are policies mandatory (with words like <i>shall, will, require, must</i> ) as opposed to suggestive (with words like <i>consider, should, may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>8</u>

**4. PLAN PROPOSALS**

**Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

**A: Spatial Design**

4A.1	Does plan have a future land use map?	<u>0</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>



4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>1</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>7</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>2</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>2</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>6</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>2</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>1</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>3</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>0</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>2</u>

5.3	Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>1</u>
5.4	Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>1</u>
5.5	Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>1</u>
	MAXIMUM SCORE: 10	
	SUBTOTAL	<u>5</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

6.1	Is a detailed table of contents included (not just list of chapters)?	<u>0</u>
6.2	Is a glossary of terms and definitions included?	<u>0</u>
6.3	Is there an executive summary?	<u>0</u>
6.4	Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5	Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>2</u>
6.6	Are clear illustrations used (e.g., diagrams, pictures)?	<u>0</u>
6.7	Is spatial information clearly illustrated on maps?	<u>0</u>
6.8	Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>2</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

7.1	Are horizontal connections with other local plans and programs explained?	<u>1</u>
7.2	Are vertical connections with regional or state policies and programs explained?	<u>1</u>
7.3	Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>2</u>
	MAXIMUM SCORE: 6	
	SUBTOTAL	<u>4</u>

**8. PARTICIPATION OF ACTORS****Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1	Are organizations and individuals that were involved in plan preparation identified?	<u>1</u>
8.2	Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>1</u>
8.3	Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>0</u>
8.4	Is there an explanation of participation techniques that were used?	<u>1</u>
8.5	Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>1</u>
8.6	Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>0</u>
8.7	Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>1</u>
8.8	Does the plan incorporate input from a broad spectrum of stakeholders?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>5</u>
	OVERALL MAXIMUM SCORE: 120	
	OVERALL TOTAL (Sum subtotals from 1-8)	<u>67</u>

**Plan-Quality Evaluation Protocol  
INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?	<u>0</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?	<u>2</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?	<u>2</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>4</u>
 <b>2. FACT BASE</b>	 <b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified
A. Description and Analysis of Key Features of Local Planning Jurisdiction	
2A.1 Present and future population and economy	<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future	1
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy	<u>2</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>7</u>

<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>2</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>2</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>2</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>2</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>18</u>

**3. GOAL AND POLICY FRAMEWORK****Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>2</u>
3.4	Are policies mandatory (with words like <i>shall</i> , <i>will</i> , <i>require</i> , <i>must</i> ) as opposed to suggestive (with words like <i>consider</i> , <i>should</i> , <i>may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>8</u>

**4. PLAN PROPOSALS****Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

<b>A: Spatial Design</b>		
4A.1	Does plan have a future land use map?	<u>2</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>1</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>9</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>2</u>
4B.5 Are sources of funding to implement the plan identified?	<u>2</u>
4B.6 Is there a timetable for updating the plan?	<u>1</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>7</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>2</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>1</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>3</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>1</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>2</u>



5.3	Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>2</u>
5.4	Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5	Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
	MAXIMUM SCORE: 10	
	SUBTOTAL	<u>9</u>

#### 6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS

##### Coding Categories:

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

6.1	Is a detailed table of contents included (not just list of chapters)?	<u>2</u>
6.2	Is a glossary of terms and definitions included?	<u>0</u>
6.3	Is there an executive summary?	<u>0</u>
6.4	Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5	Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>1</u>
6.6	Are clear illustrations used (e.g., diagrams, pictures)?	<u>2</u>
6.7	Is spatial information clearly illustrated on maps?	<u>1</u>
6.8	Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>6</u>

#### 7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE

##### Coding Categories:

2 = Identified, clear

1 = Identified, vague

0 = Not identified

7.1	Are horizontal connections with other local plans and programs explained?	<u>2</u>
7.2	Are vertical connections with regional or state policies and programs explained?	<u>2</u>
7.3	Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>2</u>
	MAXIMUM SCORE: 6	
	SUBTOTAL	<u>6</u>

**8. PARTICIPATION OF ACTORS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1	Are organizations and individuals that were involved in plan preparation identified?	<u>2</u>
8.2	Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>2</u>
8.3	Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>2</u>
8.4	Is there an explanation of participation techniques that were used?	<u>2</u>
8.5	Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>2</u>
8.6	Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>2</u>
8.7	Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>2</u>
8.8	Does the plan incorporate input from a broad spectrum of stakeholders?	<u>1</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>15</u>
	OVERALL MAXIMUM SCORE: 120	
	OVERALL TOTAL (Sum subtotals from 1-8)	<u>92</u>



Curry County

**Plan-Quality Evaluation Protocol  
INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?	<u>2</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?	<u>1</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?	<u>1</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>4</u>
 <b>2. FACT BASE</b>	 <b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified
A. Description and Analysis of Key Features of Local Planning Jurisdiction	
2A.1 Present and future population and economy	<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future	<u>2</u>
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy	<u>2</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>8</u>

<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>1</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>2</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>1</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>1</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>15</u>

**3. GOAL AND POLICY FRAMEWORK**

**Coding Categories:**

- 2 = Most
- 1 = Some
- 0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>1</u>
3.4	Are policies mandatory (with words like <i>shall, will, require, must</i> ) as opposed to suggestive (with words like <i>consider, should, may</i> )?	<u>1</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>6</u>

**4. PLAN PROPOSALS**

**Coding Categories:**

- 2 = Identified, clear
- 1 = Identified, vague
- 0 = Not identified

<b>A: Spatial Design</b>		
4A.1	Does plan have a future land use map?	<u>0</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>1</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>7</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>2</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>2</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>6</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>1</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>3</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>0</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>1</u>

5.3	Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>2</u>
5.4	Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5	Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
	MAXIMUM SCORE: 10	
	SUBTOTAL	<u>7</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

6.1	Is a detailed table of contents included (not just list of chapters)?	<u>2</u>
6.2	Is a glossary of terms and definitions included?	<u>0</u>
6.3	Is there an executive summary?	<u>0</u>
6.4	Is there cross-referencing of issues, goals, objectives, and policies?	<u>1</u>
6.5	Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>1</u>
6.6	Are clear illustrations used (e.g., diagrams, pictures)?	<u>1</u>
6.7	Is spatial information clearly illustrated on maps?	<u>1</u>
6.8	Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>6</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

7.1	Are horizontal connections with other local plans and programs explained?	<u>1</u>
7.2	Are vertical connections with regional or state policies and programs explained?	<u>2</u>
7.3	Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>2</u>
	MAXIMUM SCORE: 6	
	SUBTOTAL	<u>5</u>

**8. PARTICIPATION OF ACTORS****Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1 Are organizations and individuals that were involved in plan preparation identified?	<u>2</u>
8.2 Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>2</u>
8.3 Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>1</u>
8.4 Is there an explanation of participation techniques that were used?	<u>2</u>
8.5 Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>2</u>
8.6 Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>2</u>
8.7 Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>2</u>
8.8 Does the plan incorporate input from a broad spectrum of stakeholders?	<u>1</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>14</u>
OVERALL MAXIMUM SCORE: 120	
OVERALL TOTAL (Sum subtotals from 1-8)	<u>81</u>

Eugene-Springfield

**Plan-Quality Evaluation Protocol  
INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?	<u>2</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?	<u>1</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?	<u>1</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>4</u>
 <b>2. FACT BASE</b>	 <b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified
A. Description and Analysis of Key Features of Local Planning Jurisdiction	
2A.1 Present and future population and economy	<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future	<u>2</u>
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy	<u>2</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>8</u>



<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>1</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>1</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>1</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>2</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>15</u>

**3. GOAL AND POLICY FRAMEWORK****Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>0</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>2</u>
3.4	Are policies mandatory (with words like <i>shall</i> , <i>will</i> , <i>require</i> , <i>must</i> ) as opposed to suggestive (with words like <i>consider</i> , <i>should</i> , <i>may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>6</u>

**4. PLAN PROPOSALS****Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

<b>A: Spatial Design</b>		
4A.1	Does plan have a future land use map?	<u>0</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>1</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>1</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>6</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>1</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>2</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>5</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>0</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>1</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>1</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>1</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>2</u>



5.3 Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>0</u>
5.4 Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5 Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL	<u>7</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**  
 2 = Identified, clear, relevant  
 1 = Identified, vague  
 0 = Not identified

6.1 Is a detailed table of contents included (not just list of chapters)?	<u>0</u>
6.2 Is a glossary of terms and definitions included?	<u>2</u>
6.3 Is there an executive summary?	<u>0</u>
6.4 Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5 Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>1</u>
6.6 Are clear illustrations used (e.g., diagrams, pictures)?	<u>0</u>
6.7 Is spatial information clearly illustrated on maps?	<u>0</u>
6.8 Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>3</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

7.1 Are horizontal connections with other local plans and programs explained?	<u>2</u>
7.2 Are vertical connections with regional or state policies and programs explained?	<u>2</u>
7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>1</u>
MAXIMUM SCORE: 6	
SUBTOTAL	<u>5</u>

**8. PARTICIPATION OF ACTORS****Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1 Are organizations and individuals that were involved in plan preparation identified?	<u>2</u>
8.2 Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>1</u>
8.3 Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>1</u>
8.4 Is there an explanation of participation techniques that were used?	<u>1</u>
8.5 Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>2</u>
8.6 Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>2</u>
8.7 Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>0</u>
8.8 Does the plan incorporate input from a broad spectrum of stakeholders?	<u>1</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>10</u>
OVERALL MAXIMUM SCORE: 120	
OVERALL TOTAL (Sum subtotals from 1-8)	<u>70</u>

Gold Beach

**Plan-Quality Evaluation Protocol  
INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?	<u>1</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?	<u>2</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?	<u>2</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>7</u>
 <b>2. FACT BASE</b>	 <b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified
A. Description and Analysis of Key Features of Local Planning Jurisdiction	
2A.1 Present and future population and economy	<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future	1
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy	<u>2</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use	<u>2</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>7</u>

<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>1</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>2</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>2</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>0</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>1</u>
2B.8	Are official projections critically scrutinized and validated?	<u>1</u>
2B.9	Are projections clearly tied to plan's policies?	<u>1</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>12</u>

**3. GOAL AND POLICY FRAMEWORK**

**Coding Categories:**

- 2 = Most
- 1 = Some
- 0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>1</u>
3.4	Are policies mandatory (with words like <i>shall, will, require, must</i> ) as opposed to suggestive (with words like <i>consider, should, may</i> )?	<u>1</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>6</u>

**4. PLAN PROPOSALS**

**Coding Categories:**

- 2 = Identified, clear
- 1 = Identified, vague
- 0 = Not identified

<b>A: Spatial Design</b>		
4A.1	Does plan have a future land use map?	<u>1</u>
4A.2	Are land use areas related to transportation proposals?	<u>1</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>8</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>1</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>0</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>1</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>2</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>0</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>0</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>0</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>1</u>

5.3 Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>0</u>
5.4 Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5 Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL	<u>5</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**  
 2 = Identified, clear, relevant  
 1 = Identified, vague  
 0 = Not identified

6.1 Is a detailed table of contents included (not just list of chapters)?	<u>0</u>
6.2 Is a glossary of terms and definitions included?	<u>0</u>
6.3 Is there an executive summary?	<u>0</u>
6.4 Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5 Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>1</u>
6.6 Are clear illustrations used (e.g., diagrams, pictures)?	<u>1</u>
6.7 Is spatial information clearly illustrated on maps?	<u>1</u>
6.8 Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>3</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

7.1 Are horizontal connections with other local plans and programs explained?	<u>1</u>
7.2 Are vertical connections with regional or state policies and programs explained?	<u>1</u>
7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>0</u>
MAXIMUM SCORE: 6	
SUBTOTAL	<u>2</u>



**8. PARTICIPATION OF ACTORS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1	Are organizations and individuals that were involved in plan preparation identified?	<u>1</u>
8.2	Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>1</u>
8.3	Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>2</u>
8.4	Is there an explanation of participation techniques that were used?	<u>1</u>
8.5	Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>1</u>
8.6	Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>1</u>
8.7	Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>1</u>
8.8	Does the plan incorporate input from a broad spectrum of stakeholders?	<u>1</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>9</u>
	OVERALL MAXIMUM SCORE: 120	
	OVERALL TOTAL (Sum subtotals from 1-8)	<u>59</u>

Port Orford

**Plan-Quality Evaluation Protocol**  
**INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified	
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?		0
1.2 Is there a description of the community's major opportunities and threats for desirable development?		0
1.3 Is there a review of the problems and issues currently or potentially facing local government?		0
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?		0
MAXIMUM SCORE: 8		
SUBTOTAL		0
<b>2. FACT BASE</b>	<b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified	
A. Description and Analysis of Key Features of Local Planning Jurisdiction		
2A.1 Present and future population and economy		0
2A.2 Existing land use, future land use needs, and current land supply for the future		0
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy		0
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use		0
MAXIMUM SCORE: 8		
SUBTOTAL		0



<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>0</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>0</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>0</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>0</u>
2B.5	Are methods used for deriving facts cited?	<u>0</u>
2B.6	Are data sources cited?	<u>0</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>0</u>
2B.8	Are official projections critically scrutinized and validated?	<u>0</u>
2B.9	Are projections clearly tied to plan's policies?	<u>0</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>0</u>

**3. GOAL AND POLICY FRAMEWORK**

**Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>1</u>
3.4	Are policies mandatory (with words like <i>shall, will, require, must</i> ) as opposed to suggestive (with words like <i>consider, should, may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>7</u>

**4. PLAN PROPOSALS**

**Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

**A: Spatial Design**

4A.1	Does plan have a future land use map?	<u>0</u>
4A.2	Are land use areas related to transportation proposals?	<u>0</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>0</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>0</u>

4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>0</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>0</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>1</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>0</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>3</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>1</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>1</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>0</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>0</u>

5.3 Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>0</u>
5.4 Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>0</u>
5.5 Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>0</u>
MAXIMUM SCORE: 10	
SUBTOTAL	<u>0</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**  
 2 = Identified, clear, relevant  
 1 = Identified, vague  
 0 = Not identified

6.1 Is a detailed table of contents included (not just list of chapters)?	<u>0</u>
6.2 Is a glossary of terms and definitions included?	<u>0</u>
6.3 Is there an executive summary?	<u>0</u>
6.4 Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5 Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>2</u>
6.6 Are clear illustrations used (e.g., diagrams, pictures)?	<u>0</u>
6.7 Is spatial information clearly illustrated on maps?	<u>0</u>
6.8 Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>2</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

7.1 Are horizontal connections with other local plans and programs explained?	<u>0</u>
7.2 Are vertical connections with regional or state policies and programs explained?	<u>0</u>
7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>0</u>
MAXIMUM SCORE: 6	
SUBTOTAL	<u>0</u>

**8. PARTICIPATION OF ACTORS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1	Are organizations and individuals that were involved in plan preparation identified?	<u>0</u>
8.2	Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>0</u>
8.3	Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>0</u>
8.4	Is there an explanation of participation techniques that were used?	<u>0</u>
8.5	Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>0</u>
8.6	Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>0</u>
8.7	Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>0</u>
8.8	Does the plan incorporate input from a broad spectrum of stakeholders?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>0</u>
	OVERALL MAXIMUM SCORE: 120	
	OVERALL TOTAL (Sum subtotals from 1-8)	<u>13</u>

Salem

**Plan-Quality Evaluation Protocol**  
**INTERNAL PLAN-QUALITY CRITERIA (1-4)**

<b>1. ISSUES AND VISION STATEMENT</b>	<b>Coding Categories:</b> 2 = Identified, detailed 1 = Identified, vague 0 = Not identified	
1.1 Is there a preliminary assessment of major trends and impacts of forecasted change during future planning period?		<u>1</u>
1.2 Is there a description of the community's major opportunities and threats for desirable development?		<u>1</u>
1.3 Is there a review of the problems and issues currently or potentially facing local government?		<u>1</u>
1.4 Is there a vision statement that identifies in words an over-all image of what the community wants to be and look like?		<u>2</u>
MAXIMUM SCORE: 8		
SUBTOTAL		<u>5</u>
<b>2. FACT BASE</b>	<b>Coding Categories:</b> 2 = Identified, clear, relevant 1 = Identified, vague 0 = Not identified	
A. Description and Analysis of Key Features of Local Planning Jurisdiction		
2A.1 Present and future population and economy		<u>2</u>
2A.2 Existing land use, future land use needs, and current land supply for the future		<u>2</u>
2A.3 Existing (and future needs for) community facilities and infrastructure that serve community's population and economy		<u>1</u>
2A.4 State of natural environment, which represents valuable and vulnerable resources and physical constraints to land use		<u>2</u>
MAXIMUM SCORE: 8		
SUBTOTAL		<u>7</u>

<b>B. Techniques Used to Clearly Identify and Explain Facts</b>		
2B.1	Are maps included that display information that is clear, relevant, and comprehensible?	<u>1</u>
2B.2	Are tables that aggregate data relevant and meaningful to the planning area under study?	<u>1</u>
2B.3	Are facts used to support reasoning of explanation for issues?	<u>2</u>
2B.4	Are facts used to support reasoning of explanation for policy directions?	<u>1</u>
2B.5	Are methods used for deriving facts cited?	<u>2</u>
2B.6	Are data sources cited?	<u>2</u>
2B.7	Are baseline spatial data and inventories adequate?	<u>2</u>
2B.8	Are official projections critically scrutinized and validated?	<u>1</u>
2B.9	Are projections clearly tied to plan's policies?	<u>2</u>
	MAXIMUM SCORE: 18	
	SUBTOTAL	<u>14</u>

**3. GOAL AND POLICY FRAMEWORK****Coding Categories:**

2 = Most

1 = Some

0 = None

3.1	Are goals clearly stated?	<u>2</u>
3.2	Are policies internally consistent with goals wherein each policy is clearly tied to a specific goal (or goals)?	<u>2</u>
3.3	Are policies tied to a specific action and/or development-management tools (e.g., vague policy—reduce flood risk vs. detailed policy—reduce development densities in floodplain)?	<u>2</u>
3.4	Are policies mandatory (with words like <i>shall</i> , <i>will</i> , <i>require</i> , <i>must</i> ) as opposed to suggestive (with words like <i>consider</i> , <i>should</i> , <i>may</i> )?	<u>2</u>
	MAXIMUM SCORE: 8	
	SUBTOTAL	<u>8</u>

**4. PLAN PROPOSALS****Coding Categories:**

2 = Identified, clear

1 = Identified, vague

0 = Not identified

**A: Spatial Design**

4A.1	Does plan have a future land use map?	<u>1</u>
4A.2	Are land use areas related to transportation proposals?	<u>2</u>
4A.3	Are land use areas related to water and sewer proposals?	<u>2</u>
4A.4	Are land use areas sized to accommodate future growth?	<u>2</u>



4A.5 Are proposed locations of land uses tied to suitability of landscape features?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL:	<u>9</u>

**Coding Categories:**  
 2 = Most  
 1 = Some  
 0 = None

**B. Implementation:**

4B.1 Are actions for implementing plans clearly identified?	<u>2</u>
4B.2 Are the actions for implementing plans prioritized?	<u>0</u>
4B.3 Are timelines for implementation identified?	<u>0</u>
4B.4 Are organizations with responsibility to implement policies identified?	<u>2</u>
4B.5 Are sources of funding to implement the plan identified?	<u>0</u>
4B.6 Is there a timetable for updating the plan?	<u>0</u>
MAXIMUM SCORE: 12	
SUBTOTAL	<u>4</u>

**C. Monitoring:**

4C.1 Are goals quantified based on measurable objectives (e.g., 60 percent of all residents within 1/4 mile of transit service)?	<u>0</u>
4C.2 Are indicators of each objective included (e.g., annual percentage of residents within 1/4 mile of transit service)?	<u>0</u>
4C.3 Are organizations identified that are responsible for monitoring and/or providing data for indicators?	<u>0</u>
4C.4 Is there a timetable for updating the plan based, in part, on results of monitoring changing conditions?	<u>0</u>
MAXIMUM SCORE: 8	
SUBTOTAL	<u>0</u>

**EXTERNAL PLAN QUALITY CRITERIA (5-8)**

**5. ENCOURAGE OPPORTUNITIES TO USE PLAN**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

5.1 Is the plan imaginative, offering compelling courses of action that inspire people to act?	<u>0</u>
5.2 Does the plan portray a clearly articulated, action-oriented agenda (i.e., prioritized and flexible alternative courses of action that clearly identify overarching solutions)?	<u>2</u>

5.3 Does the plan provide clear explanations of alternative courses of action that enhance community flexibility and adaptation in dealing with complex situations?	<u>2</u>
5.4 Is the legal context that requires planning explained (e.g., meet federal/state mandates, identify top priority issues that need to be addressed to ensure legal defensibility)?	<u>2</u>
5.5 Is the administrative authority for planning indicated (council or planning commission resolution, state law, federal requirements)?	<u>2</u>
MAXIMUM SCORE: 10	
SUBTOTAL	<u>8</u>

**6. CREATE CLEAR VIEWS AND UNDERSTANDING OF PLANS**

**Coding Categories:**  
 2 = Identified, clear, relevant  
 1 = Identified, vague  
 0 = Not identified

6.1 Is a detailed table of contents included (not just list of chapters)?	<u>2</u>
6.2 Is a glossary of terms and definitions included?	<u>2</u>
6.3 Is there an executive summary?	<u>0</u>
6.4 Is there cross-referencing of issues, goals, objectives, and policies?	<u>0</u>
6.5 Is plain English used (avoiding poor, ungrammatical, verbose, jargon-filled, unclear language)?	<u>1</u>
6.6 Are clear illustrations used (e.g., diagrams, pictures)?	<u>0</u>
6.7 Is spatial information clearly illustrated on maps?	<u>0</u>
6.8 Are supporting documents included with the plan (videos, CD, GIS, Web site)?	<u>0</u>
MAXIMUM SCORE: 16	
SUBTOTAL	<u>5</u>

**7. ACCOUNT FOR INTERDEPENDENT ACTIONS IN PLAN SCOPE**

**Coding Categories:**  
 2 = Identified, clear  
 1 = Identified, vague  
 0 = Not identified

7.1 Are horizontal connections with other local plans and programs explained?	<u>2</u>
7.2 Are vertical connections with regional or state policies and programs explained?	<u>2</u>
7.3 Is a process for intergovernmental coordination explained for providing infrastructure and services, protecting natural systems, and mitigating natural hazards (flooding)?	<u>2</u>
MAXIMUM SCORE: 6	
SUBTOTAL	<u>6</u>



**8. PARTICIPATION OF ACTORS**

**Coding Categories:**

2 = Identified, clear, relevant

1 = Identified, vague

0 = Not identified

8.1	Are organizations and individuals that were involved in plan preparation identified?	<u>2</u>
8.2	Is there an explanation of why the organizations and individuals identified in the plan were involved?	<u>2</u>
8.3	Are the stakeholders who were involved representative of all groups that are affected by the policies and implementation actions proposed?	<u>1</u>
8.4	Is there an explanation of participation techniques that were used?	<u>0</u>
8.5	Is there a clear explanation of how stakeholder involvement in plan is related to prior planning activities?	<u>1</u>
8.6	Is the plan's evolution described, including effects on citizens and private stakeholder groups?	<u>2</u>
8.7	Does the plan explain the support and involvement of key public agencies (public works, economic development, parks)?	<u>0</u>
8.8	Does the plan incorporate input from a broad spectrum of stakeholders?	<u>0</u>
	MAXIMUM SCORE: 16	
	SUBTOTAL	<u>8</u>
	OVERALL MAXIMUM SCORE: 120	
	OVERALL TOTAL (Sum subtotals from 1-8)	<u>74</u>

## APA Plan Scoring Matrix – Contemporary Score Cards

### APPENDIX C: PLAN SCORING MATRIX - BEND

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT</b> —Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.				X		
1.3. Coordinate regional transportation investments with job clusters.				X		
1.4. Provide complete streets serving multiple functions.					X	
1.5. Plan for mixed land-use patterns that are walkable and bikeable.					X	
1.6. Plan for infill development.					X	
1.7. Encourage design standards appropriate to the community context.					X	
1.8. Provide accessible public facilities and spaces.				X		
1.9. Conserve and reuse historic resources.					X	
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>30</b>
<b>2. HARMONY WITH NATURE</b> —Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.			X			
2.3. Encourage development that respects natural topography.					X	
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.					X	
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.				X		
2.8. Provide for solid waste reduction.					X	
2.9. Encourage water conservation and plan for a lasting water supply.					X	
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>22</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.					X	
3.2. Plan for a balanced land-use mix for fiscal sustainability.				X		
3.3. Plan for transportation access to employment centers.					X	
3.4. Promote green businesses and jobs.			X			
3.5. Encourage community-based economic development and revitalization.			X			
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.					X	
3.7. Plan for post-disaster economic recovery.		X				
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>13</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.				X		
4.4. Plan for improved health and safety for at-risk populations.				X		
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.				X		
4.7. Plan for workforce diversity and development.		X				
4.8. Protect vulnerable populations from natural hazards.			X			
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.					X	
5.2. Plan for increased public safety through the reduction of crime and injuries.		X				
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.				X		
5.4. Plan for physical activity and healthy lifestyles.					X	
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.					X	
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.		X				
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.			X			
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>12</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.					X	
6.2. Coordinate local and regional housing plan goals.					X	
6.3. Coordinate local open space plans with regional green infrastructure plans.		X				
6.4. Delineate designated growth areas that are served by transit.				X		
6.5. Promote regional cooperation and sharing of resources.			X			
6.6. Enhance connections between local activity centers and regional destinations.					X	
6.7. Coordinate local and regional population and economic projections.					X	
6.8. Include regional development visions and plans in local planning scenarios.		X				
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.					X	
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>18</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.					X	
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.					X	
7.6. Use a variety of communication channels to inform and involve the community.					X	
7.7. Continue to engage the public after the comprehensive plan is adopted.		X				
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>13</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.					X	
8.2. Connect plan implementation to the capital planning process.					X	
8.3. Connect plan implementation to the annual budgeting process.				X		
8.4. Establish interagency and organizational cooperation.					X	
8.5. Identify funding sources for plan implementation.			X			
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.					X	
8.8. Adjust the plan as necessary based on evaluation.					X	
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>19</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
9. CONSISTENT CONTENT—Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.			X			
9.2. Establish a fact base.					X	
9.3. Develop a vision of the future.					X	
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.					X	
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.					X	
9.8. Use clear and compelling features to present the plan.					X	
TOTAL SCORE: 9. CONSISTENT CONTENT						<b>22</b>
10. COORDINATED CHARACTERISTICS—Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan's coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan's approach.					X	
10.4. Be persuasive in the plan's communications.					X	
10.5. Be consistent across plan components.					X	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan's substance.					X	
10.9. Use plan formats that go beyond paper.		X				
TOTAL SCORE: 10. COORDINATED CHARACTERISTICS						<b>24</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>30</b>	
2. HARMONY WITH NATURE	<b>22</b>	
3. RESILIENT ECONOMY	<b>13</b>	
4. INTERWOVEN EQUITY	<b>11</b>	
5. HEALTHY COMMUNITY	<b>12</b>	
6. RESPONSIBLE REGIONALISM	<b>18</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>106</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>13</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>19</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>32</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>22</b>	
10. COORDINATED CHARACTERISTICS	<b>24</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>46</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>184</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>72%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX - BROOKINGS

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.			X			
1.2. Plan for transit-oriented development.			X			
1.3. Coordinate regional transportation investments with job clusters.			X			
1.4. Provide complete streets serving multiple functions.				X		
1.5. Plan for mixed land-use patterns that are walkable and bikeable.		X				
1.6. Plan for infill development.					X	
1.7. Encourage design standards appropriate to the community context.					X	
1.8. Provide accessible public facilities and spaces.				X		
1.9. Conserve and reuse historic resources.			X			
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>20</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.			X			
2.3. Encourage development that respects natural topography.				X		
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.				X		
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.			X			
2.9. Encourage water conservation and plan for a lasting water supply.					X	
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>19</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.					X	
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.				X		
3.4. Promote green businesses and jobs.		X				
3.5. Encourage community-based economic development and revitalization.					X	
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.		X				
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>10</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.		X				
4.4. Plan for improved health and safety for at-risk populations.		X				
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.		X				
4.6. Upgrade infrastructure and facilities in older and substandard areas.		X				
4.7. Plan for workforce diversity and development.		X				
4.8. Protect vulnerable populations from natural hazards.		X				
4.9. Promote environmental justice.			X			
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>4</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.					X	
5.2. Plan for increased public safety through the reduction of crime and injuries.			X			
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.		X				
5.4. Plan for physical activity and healthy lifestyles.		X				
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.				X		
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.		X				
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		X				
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>6</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.		X				
6.2. Coordinate local and regional housing plan goals.		X				
6.3. Coordinate local open space plans with regional green infrastructure plans.				X		
6.4. Delineate designated growth areas that are served by transit.		X				
6.5. Promote regional cooperation and sharing of resources.			X			
6.6. Enhance connections between local activity centers and regional destinations.			X			
6.7. Coordinate local and regional population and economic projections.				X		
6.8. Include regional development visions and plans in local planning scenarios.			X			
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.		X				
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>7</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.				X		
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.			X			
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.			X			
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>10</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.					X	
8.2. Connect plan implementation to the capital planning process.		X				
8.3. Connect plan implementation to the annual budgeting process.		X				
8.4. Establish interagency and organizational cooperation.		X				
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.					X	
8.8. Adjust the plan as necessary based on evaluation.					X	
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>10</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
9. CONSISTENT CONTENT—Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.		X				
9.2. Establish a fact base.			X			
9.3. Develop a vision of the future.		X				
9.4. Set goals in support of the vision.		X				
9.5. Set objectives in support of the goals.		X				
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.					X	
9.8. Use clear and compelling features to present the plan.		X				
TOTAL SCORE: 9. CONSISTENT CONTENT						7
10. COORDINATED CHARACTERISTICS—Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan's coverage.					X	
10.2. Integrate the plan with other local plans and programs.			X			
10.3. Be innovative in the plan's approach.			X			
10.4. Be persuasive in the plan's communications.			X			
10.5. Be consistent across plan components.			X			
10.6. Coordinate with the plans of other jurisdictions and levels of government.			X			
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan's substance.					X	
10.9. Use plan formats that go beyond paper.		X				
TOTAL SCORE: 10. COORDINATED CHARACTERISTICS						14

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>20</b>	
2. HARMONY WITH NATURE	<b>19</b>	
3. RESILIENT ECONOMY	<b>10</b>	
4. INTERWOVEN EQUITY	<b>4</b>	
5. HEALTHY COMMUNITY	<b>6</b>	
6. RESPONSIBLE REGIONALISM	<b>7</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>66</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>10</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>10</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>20</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>7</b>	
10. COORDINATED CHARACTERISTICS	<b>14</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>21</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>107</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>41%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX – COOS COUNTY

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.		X				
1.3. Coordinate regional transportation investments with job clusters.			X			
1.4. Provide complete streets serving multiple functions.			X			
1.5. Plan for mixed land-use patterns that are walkable and bikeable.		X				
1.6. Plan for infill development.		X				
1.7. Encourage design standards appropriate to the community context.			X			
1.8. Provide accessible public facilities and spaces.		X				
1.9. Conserve and reuse historic resources.					X	
1.10. Implement green building design and energy conservation.				X		
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>14</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.			X			
2.2. Plan for the provision and protection of green infrastructure.		X				
2.3. Encourage development that respects natural topography.		X				
2.4. Enact policies to reduce carbon footprints.		X				
2.5. Comply with state and local air quality standards.				X		
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.		X				
2.8. Provide for solid waste reduction.				X		
2.9. Encourage water conservation and plan for a lasting water supply.					X	
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.					X	
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.			X			
3.4. Promote green businesses and jobs.		X				
3.5. Encourage community-based economic development and revitalization.		X				
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.				X		
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>8</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.			X			
4.4. Plan for improved health and safety for at-risk populations.			X			
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.					X	
4.7. Plan for workforce diversity and development.		X				
4.8. Protect vulnerable populations from natural hazards.				X		
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.			X			
5.2. Plan for increased public safety through the reduction of crime and injuries.		X				
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.		X				
5.4. Plan for physical activity and healthy lifestyles.		X				
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.		X				
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.		X				
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		X				
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>1</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.			X			
6.2. Coordinate local and regional housing plan goals.				X		
6.3. Coordinate local open space plans with regional green infrastructure plans.		X				
6.4. Delineate designated growth areas that are served by transit.			X			
6.5. Promote regional cooperation and sharing of resources.		X				
6.6. Enhance connections between local activity centers and regional destinations.				X		
6.7. Coordinate local and regional population and economic projections.				X		
6.8. Include regional development visions and plans in local planning scenarios.					X	
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.					X	
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>14</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.				X		
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.					X	
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.				X		
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>13</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.					X	
8.2. Connect plan implementation to the capital planning process.			X			
8.3. Connect plan implementation to the annual budgeting process.			X			
8.4. Establish interagency and organizational cooperation.					X	
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.			X			
8.8. Adjust the plan as necessary based on evaluation.					X	
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>13</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
<b>9. CONSISTENT CONTENT</b> —Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.					X	
9.2. Establish a fact base.					X	
9.3. Develop a vision of the future.					X	
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.			X			
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.					X	
9.8. Use clear and compelling features to present the plan.			X			
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>20</b>
<b>10. COORDINATED CHARACTERISTICS</b> —Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan's coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan's approach.		X				
10.4. Be persuasive in the plan's communications.			X			
10.5. Be consistent across plan components.			X			
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan's substance.					X	
10.9. Use plan formats that go beyond paper.		X				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>17</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>14</b>	
2. HARMONY WITH NATURE	<b>11</b>	
3. RESILIENT ECONOMY	<b>8</b>	
4. INTERWOVEN EQUITY	<b>11</b>	
5. HEALTHY COMMUNITY	<b>1</b>	
6. RESPONSIBLE REGIONALISM	<b>14</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>59</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>13</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>13</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>26</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>20</b>	
10. COORDINATED CHARACTERISTICS	<b>17</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>37</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>122</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>48%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX – CURRY COUNTY

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.					X	
1.3. Coordinate regional transportation investments with job clusters.			X			
1.4. Provide complete streets serving multiple functions.		X				
1.5. Plan for mixed land-use patterns that are walkable and bikeable.			X			
1.6. Plan for infill development.		X				
1.7. Encourage design standards appropriate to the community context.		X				
1.8. Provide accessible public facilities and spaces.		X				
1.9. Conserve and reuse historic resources.				X		
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.				X		
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>15</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.		X				
2.3. Encourage development that respects natural topography.		X				
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.					X	
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.				X		
2.9. Encourage water conservation and plan for a lasting water supply.					X	
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>18</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.			X			
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.			X			
3.4. Promote green businesses and jobs.		X				
3.5. Encourage community-based economic development and revitalization.		X				
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.				X		
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>6</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.		X				
4.4. Plan for improved health and safety for at-risk populations.		X				
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.				X		
4.7. Plan for workforce diversity and development.			X			
4.8. Protect vulnerable populations from natural hazards.				X		
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>9</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.					X	
5.2. Plan for increased public safety through the reduction of crime and injuries.		X				
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.		X				
5.4. Plan for physical activity and healthy lifestyles.		X				
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.			X			
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.		X				
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		X				
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>4</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.				X		
6.2. Coordinate local and regional housing plan goals.		X				
6.3. Coordinate local open space plans with regional green infrastructure plans.					X	
6.4. Delineate designated growth areas that are served by transit.				X		
6.5. Promote regional cooperation and sharing of resources.		X				
6.6. Enhance connections between local activity centers and regional destinations.				X		
6.7. Coordinate local and regional population and economic projections.				X		
6.8. Include regional development visions and plans in local planning scenarios.		X				
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.		X				
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.				X		
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.		X				
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>8</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.					X	
8.2. Connect plan implementation to the capital planning process.		X				
8.3. Connect plan implementation to the annual budgeting process.		X				
8.4. Establish interagency and organizational cooperation.					X	
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.					X	
8.8. Adjust the plan as necessary based on evaluation.					X	
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>13</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

<b>BEST PRACTICES FOR PLAN ATTRIBUTES</b>	<b>N/A</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>Source</b>
<b>9. CONSISTENT CONTENT—Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.</b>						
9.1. Assess strengths, weaknesses, opportunities, and threats.			<b>X</b>			
9.2. Establish a fact base.					<b>X</b>	
9.3. Develop a vision of the future.					<b>X</b>	
9.4. Set goals in support of the vision.					<b>X</b>	
9.5. Set objectives in support of the goals.					<b>X</b>	
9.6. Set policies to guide decision making.					<b>X</b>	
9.7. Define actions to carry out the plan.			<b>X</b>			
9.8. Use clear and compelling features to present the plan.					<b>X</b>	
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>20</b>
<b>10. COORDINATED CHARACTERISTICS—Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.</b>						
10.1. Be comprehensive in the plan's coverage.					<b>X</b>	
10.2. Integrate the plan with other local plans and programs.					<b>X</b>	
10.3. Be innovative in the plan's approach.			<b>X</b>			
10.4. Be persuasive in the plan's communications.					<b>X</b>	
10.5. Be consistent across plan components.					<b>X</b>	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					<b>X</b>	
10.7. Comply with applicable laws and mandates.					<b>X</b>	
10.8. Be transparent in the plan's substance.					<b>X</b>	
10.9. Use plan formats that go beyond paper.		<b>X</b>				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>22</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>15</b>	
2. HARMONY WITH NATURE	<b>18</b>	
3. RESILIENT ECONOMY	<b>6</b>	
4. INTERWOVEN EQUITY	<b>9</b>	
5. HEALTHY COMMUNITY	<b>4</b>	
6. RESPONSIBLE REGIONALISM	<b>11</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>63</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>8</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>13</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>21</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>20</b>	
10. COORDINATED CHARACTERISTICS	<b>22</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>42</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>126</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>49%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX – EUGENE-SPRINGFIELD

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.					X	
1.3. Coordinate regional transportation investments with job clusters.			X			
1.4. Provide complete streets serving multiple functions.				X		
1.5. Plan for mixed land-use patterns that are walkable and bikeable.					X	
1.6. Plan for infill development.				X		
1.7. Encourage design standards appropriate to the community context.				X		
1.8. Provide accessible public facilities and spaces.			X			
1.9. Conserve and reuse historic resources.					X	
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>26</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.					X	
2.3. Encourage development that respects natural topography.				X		
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.					X	
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.			X			
2.9. Encourage water conservation and plan for a lasting water supply.			X			
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>20</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.					X	
3.2. Plan for a balanced land-use mix for fiscal sustainability.			X			
3.3. Plan for transportation access to employment centers.				X		
3.4. Promote green businesses and jobs.				X		
3.5. Encourage community-based economic development and revitalization.			X			
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.		X				
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>11</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.			X			
4.4. Plan for improved health and safety for at-risk populations.		X				
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.			X			
4.7. Plan for workforce diversity and development.				X		
4.8. Protect vulnerable populations from natural hazards.			X			
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>9</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.					X	
5.2. Plan for increased public safety through the reduction of crime and injuries.				X		
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.			X			
5.4. Plan for physical activity and healthy lifestyles.					X	
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.				X		
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.				X		
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.			X			
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>14</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.				X		
6.2. Coordinate local and regional housing plan goals.				X		
6.3. Coordinate local open space plans with regional green infrastructure plans.					X	
6.4. Delineate designated growth areas that are served by transit.					X	
6.5. Promote regional cooperation and sharing of resources.		X				
6.6. Enhance connections between local activity centers and regional destinations.					X	
6.7. Coordinate local and regional population and economic projections.					X	
6.8. Include regional development visions and plans in local planning scenarios.			X			
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.				X		
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>19</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.				X		
7.2. Seek diverse participation in the planning process.				X		
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.				X		
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>9</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.				X		
8.2. Connect plan implementation to the capital planning process.					X	
8.3. Connect plan implementation to the annual budgeting process.					X	
8.4. Establish interagency and organizational cooperation.					X	
8.5. Identify funding sources for plan implementation.			X			
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.					X	
8.8. Adjust the plan as necessary based on evaluation.					X	
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>19</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
<b>9. CONSISTENT CONTENT</b> —Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.			X			
9.2. Establish a fact base.					X	
9.3. Develop a vision of the future.					X	
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.					X	
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.			X			
9.8. Use clear and compelling features to present the plan.				X		
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>19</b>
<b>10. COORDINATED CHARACTERISTICS</b> —Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan’s coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan’s approach.			X			
10.4. Be persuasive in the plan’s communications.					X	
10.5. Be consistent across plan components.					X	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan’s substance.					X	
10.9. Use plan formats that go beyond paper.		X				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>22</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>26</b>	
2. HARMONY WITH NATURE	<b>20</b>	
3. RESILIENT ECONOMY	<b>11</b>	
4. INTERWOVEN EQUITY	<b>9</b>	
5. HEALTHY COMMUNITY	<b>14</b>	
6. RESPONSIBLE REGIONALISM	<b>19</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>99</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>9</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>19</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>28</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>19</b>	
10. COORDINATED CHARACTERISTICS	<b>22</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>41</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>168</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>66%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX – GOLD BEACH

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.			X			
1.2. Plan for transit-oriented development.					X	
1.3. Coordinate regional transportation investments with job clusters.			X			
1.4. Provide complete streets serving multiple functions.			X			
1.5. Plan for mixed land-use patterns that are walkable and bikeable.		X				
1.6. Plan for infill development.		X				
1.7. Encourage design standards appropriate to the community context.		X				
1.8. Provide accessible public facilities and spaces.		X				
1.9. Conserve and reuse historic resources.					X	
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>15</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.		X				
2.3. Encourage development that respects natural topography.				X		
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.					X	
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.				X		
2.9. Encourage water conservation and plan for a lasting water supply.			X			
2.10. Protect and manage streams, watersheds, and floodplains.			X			
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>16</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.			X			
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.			X			
3.4. Promote green businesses and jobs.				X		
3.5. Encourage community-based economic development and revitalization.		X				
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.		X				
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>6</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.		X				
4.4. Plan for improved health and safety for at-risk populations.		X				
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.		X				
4.6. Upgrade infrastructure and facilities in older and substandard areas.				X		
4.7. Plan for workforce diversity and development.			X			
4.8. Protect vulnerable populations from natural hazards.			X			
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>7</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.					X	
5.2. Plan for increased public safety through the reduction of crime and injuries.	X					
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.	X					
5.4. Plan for physical activity and healthy lifestyles.	X					
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.			X			
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.	X					
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.				X		
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>6</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.				X		
6.2. Coordinate local and regional housing plan goals.	X					
6.3. Coordinate local open space plans with regional green infrastructure plans.					X	
6.4. Delineate designated growth areas that are served by transit.	X					
6.5. Promote regional cooperation and sharing of resources.	X					
6.6. Enhance connections between local activity centers and regional destinations.			X			
6.7. Coordinate local and regional population and economic projections.			X			
6.8. Include regional development visions and plans in local planning scenarios.			X			
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.					X	
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.				X		
7.2. Seek diverse participation in the planning process.			X			
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.				X		
7.7. Continue to engage the public after the comprehensive plan is adopted.		X				
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>7</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.				X		
8.2. Connect plan implementation to the capital planning process.				X		
8.3. Connect plan implementation to the annual budgeting process.				X		
8.4. Establish interagency and organizational cooperation.			X			
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.			X			
8.7. Regularly evaluate and report on implementation progress.				X		
8.8. Adjust the plan as necessary based on evaluation.				X		
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>12</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
<b>9. CONSISTENT CONTENT</b> —Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.			X			
9.2. Establish a fact base.					X	
9.3. Develop a vision of the future.				X		
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.			X			
9.6. Set policies to guide decision making.			X			
9.7. Define actions to carry out the plan.					X	
9.8. Use clear and compelling features to present the plan.			X			
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>15</b>
<b>10. COORDINATED CHARACTERISTICS</b> —Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan’s coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan’s approach.		X				
10.4. Be persuasive in the plan’s communications.			X			
10.5. Be consistent across plan components.					X	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan’s substance.					X	
10.9. Use plan formats that go beyond paper.		X				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>19</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>15</b>	
2. HARMONY WITH NATURE	<b>16</b>	
3. RESILIENT ECONOMY	<b>6</b>	
4. INTERWOVEN EQUITY	<b>7</b>	
5. HEALTHY COMMUNITY	<b>6</b>	
6. RESPONSIBLE REGIONALISM	<b>11</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>61</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>7</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>12</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>19</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>15</b>	
10. COORDINATED CHARACTERISTICS	<b>19</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>34</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>114</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>44%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX – PORT ORFORD

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.		X				
1.3. Coordinate regional transportation investments with job clusters.		X				
1.4. Provide complete streets serving multiple functions.				X		
1.5. Plan for mixed land-use patterns that are walkable and bikeable.		X				
1.6. Plan for infill development.		X				
1.7. Encourage design standards appropriate to the community context.		X				
1.8. Provide accessible public facilities and spaces.		X				
1.9. Conserve and reuse historic resources.				X		
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.				X		
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>12</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.				X		
2.2. Plan for the provision and protection of green infrastructure.				X		
2.3. Encourage development that respects natural topography.		X				
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.					X	
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.				X		
2.9. Encourage water conservation and plan for a lasting water supply.				X		
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>18</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.					X	
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.			X			
3.4. Promote green businesses and jobs.		X				
3.5. Encourage community-based economic development and revitalization.			X			
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.			X			
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>8</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.			X			
4.4. Plan for improved health and safety for at-risk populations.		X				
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.				X		
4.7. Plan for workforce diversity and development.				X		
4.8. Protect vulnerable populations from natural hazards.				X		
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.			X			
5.2. Plan for increased public safety through the reduction of crime and injuries.		X				
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.			X			
5.4. Plan for physical activity and healthy lifestyles.			X			
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.				X		
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.			X			
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.		X				
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>6</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.		X				
6.2. Coordinate local and regional housing plan goals.			X			
6.3. Coordinate local open space plans with regional green infrastructure plans.					X	
6.4. Delineate designated growth areas that are served by transit.		X				
6.5. Promote regional cooperation and sharing of resources.					X	
6.6. Enhance connections between local activity centers and regional destinations.				X		
6.7. Coordinate local and regional population and economic projections.			X			
6.8. Include regional development visions and plans in local planning scenarios.		X				
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.			X			
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>11</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.				X		
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.				X		
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>10</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.			X			
8.2. Connect plan implementation to the capital planning process.		X				
8.3. Connect plan implementation to the annual budgeting process.		X				
8.4. Establish interagency and organizational cooperation.				X		
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.		X				
8.7. Regularly evaluate and report on implementation progress.			X			
8.8. Adjust the plan as necessary based on evaluation.				X		
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>6</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
<b>9. CONSISTENT CONTENT</b> —Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.		X				
9.2. Establish a fact base.		X				
9.3. Develop a vision of the future.			X			
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.					X	
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.			X			
9.8. Use clear and compelling features to present the plan.			X			
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>12</b>
<b>10. COORDINATED CHARACTERISTICS</b> —Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan’s coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan’s approach.		X				
10.4. Be persuasive in the plan’s communications.			X			
10.5. Be consistent across plan components.					X	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.			X			
10.8. Be transparent in the plan’s substance.				X		
10.9. Use plan formats that go beyond paper.		X				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>16</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>12</b>	
2. HARMONY WITH NATURE	<b>18</b>	
3. RESILIENT ECONOMY	<b>8</b>	
4. INTERWOVEN EQUITY	<b>11</b>	
5. HEALTHY COMMUNITY	<b>6</b>	
6. RESPONSIBLE REGIONALISM	<b>11</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>66</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>10</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>6</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>16</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>12</b>	
10. COORDINATED CHARACTERISTICS	<b>16</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>28</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>110</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>42%</b>	

**Level of Achievement (based on Plan Score Percentage)**

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%

## APPENDIX C: PLAN SCORING MATRIX - SALEM

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>1. LIVABLE BUILT ENVIRONMENT—Ensure that all elements of the built environment, including land use, transportation, housing, energy, and infrastructure, work together to provide sustainable, green places for living, working, and recreation, with a high quality of life.</b>						
1.1. Plan for multimodal transportation.					X	
1.2. Plan for transit-oriented development.			X			
1.3. Coordinate regional transportation investments with job clusters.				X		
1.4. Provide complete streets serving multiple functions.		X				
1.5. Plan for mixed land-use patterns that are walkable and bikeable.					X	
1.6. Plan for infill development.					X	
1.7. Encourage design standards appropriate to the community context.				X		
1.8. Provide accessible public facilities and spaces.				X		
1.9. Conserve and reuse historic resources.					X	
1.10. Implement green building design and energy conservation.					X	
1.11. Discourage development in hazard zones.					X	
<b>TOTAL SCORE: 1. LIVABLE BUILT ENVIRONMENT</b>						<b>25</b>
<b>2. HARMONY WITH NATURE—Ensure that the contributions of natural resources to human well-being are explicitly recognized and valued and that maintaining their health is a primary objective.</b>						
2.1. Restore, connect, and protect natural habitats and sensitive lands.					X	
2.2. Plan for the provision and protection of green infrastructure.		X				
2.3. Encourage development that respects natural topography.			X			
2.4. Enact policies to reduce carbon footprints.			X			
2.5. Comply with state and local air quality standards.			X			
2.6. Encourage climate change adaptation.		X				
2.7. Provide for renewable energy use.					X	
2.8. Provide for solid waste reduction.			X			
2.9. Encourage water conservation and plan for a lasting water supply.			X			
2.10. Protect and manage streams, watersheds, and floodplains.					X	
<b>TOTAL SCORE: 2. HARMONY WITH NATURE</b>						<b>14</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>3. RESILIENT ECONOMY</b> —Ensure that the community is prepared to deal with both positive and negative changes in its economic health and to initiate sustainable development and redevelopment strategies that foster green business growth and build reliance on local assets.						
3.1. Provide the physical capacity for economic growth.				X		
3.2. Plan for a balanced land-use mix for fiscal sustainability.		X				
3.3. Plan for transportation access to employment centers.				X		
3.4. Promote green businesses and jobs.				X		
3.5. Encourage community-based economic development and revitalization.				X		
3.6. Provide and maintain infrastructure capacity in line with growth or decline demands.				X		
3.7. Plan for post-disaster economic recovery.		X				
<b>TOTAL SCORE: 3. RESILIENT ECONOMY)</b>						<b>10</b>
<b>4. INTERWOVEN EQUITY</b> —Ensure fairness and equity in providing for the housing, services, health, safety, and livelihood needs of all citizens and groups.						
4.1. Provide a range of housing types.					X	
4.2. Plan for a jobs-housing balance.		X				
4.3. Plan for the physical, environmental, and economic improvement of at-risk, distressed, and disadvantaged neighborhoods.		X				
4.4. Plan for improved health and safety for at-risk populations.			X			
4.5. Provide accessible, quality public services, facilities, and health care to minority and low-income populations.			X			
4.6. Upgrade infrastructure and facilities in older and substandard areas.			X			
4.7. Plan for workforce diversity and development.			X			
4.8. Protect vulnerable populations from natural hazards.			X			
4.9. Promote environmental justice.		X				
<b>TOTAL SCORE: 4. INTERWOVEN EQUITY</b>						<b>8</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PRINCIPLES	N/A	0	1	2	3	Source
<b>5. HEALTHY COMMUNITY</b> —Ensure that public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods.						
5.1. Reduce exposure to toxins and pollutants in the natural and built environments.			X			
5.2. Plan for increased public safety through the reduction of crime and injuries.			X			
5.3. Plan for the mitigation and redevelopment of brownfields for productive uses.		X				
5.4. Plan for physical activity and healthy lifestyles.			X			
5.5. Provide accessible parks, recreation facilities, greenways, and open space near all neighborhoods.				X		
5.6. Plan for access to healthy, locally grown foods for all neighborhoods.		X				
5.7. Plan for equitable access to health care providers, schools, public safety facilities, and arts and cultural facilities.					X	
<b>TOTAL SCORE: 5. HEALTHY COMMUNITY</b>						<b>8</b>
<b>6. RESPONSIBLE REGIONALISM</b> —Ensure that all local proposals account for, connect with, and support the plans of adjacent jurisdictions and the surrounding region.						
6.1. Coordinate local land-use plans with regional transportation investments.					X	
6.2. Coordinate local and regional housing plan goals.				X		
6.3. Coordinate local open space plans with regional green infrastructure plans.		X				
6.4. Delineate designated growth areas that are served by transit.				X		
6.5. Promote regional cooperation and sharing of resources.				X		
6.6. Enhance connections between local activity centers and regional destinations.				X		
6.7. Coordinate local and regional population and economic projections.					X	
6.8. Include regional development visions and plans in local planning scenarios.			X			
6.9. Encourage consistency between local capital improvement programs and regional infrastructure priorities.					X	
<b>TOTAL SCORE: 6. RESPONSIBLE REGIONALISM</b>						<b>18</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

## APPENDIX C: PLAN SCORING MATRIX

BEST PRACTICES FOR PLAN PROCESSES	N/A	0	1	2	3	Source
<b>7. AUTHENTIC PARTICIPATION</b> —Ensure that the planning process actively involves all segments of the community in analyzing issues, generating visions, developing plans, and monitoring outcomes.						
7.1. Engage stakeholders at all stages of the planning process.					X	
7.2. Seek diverse participation in the planning process.			X			
7.3. Promote leadership development in disadvantaged communities through the planning process.		X				
7.4. Develop alternative scenarios of the future.		X				
7.5. Provide ongoing and understandable information for all participants.				X		
7.6. Use a variety of communication channels to inform and involve the community.			X			
7.7. Continue to engage the public after the comprehensive plan is adopted.				X		
<b>TOTAL SCORE: 7. AUTHENTIC PARTICIPATION</b>						<b>9</b>
<b>8. ACCOUNTABLE IMPLEMENTATION</b> —Ensure that responsibilities for carrying out the plan are clearly stated, along with metrics for evaluating progress in achieving desired outcomes.						
8.1. Indicate specific actions for implementation.					X	
8.2. Connect plan implementation to the capital planning process.					X	
8.3. Connect plan implementation to the annual budgeting process.		X				
8.4. Establish interagency and organizational cooperation.					X	
8.5. Identify funding sources for plan implementation.		X				
8.6. Establish implementation benchmarks, indicators, and targets.		X				
8.7. Regularly evaluate and report on implementation progress.				X		
8.8. Adjust the plan as necessary based on evaluation.				X		
<b>TOTAL SCORE: 8. ACCOUNTABLE IMPLEMENTATION</b>						<b>13</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)

**APPENDIX C: PLAN SCORING MATRIX**

BEST PRACTICES FOR PLAN ATTRIBUTES	N/A	0	1	2	3	Source
<b>9. CONSISTENT CONTENT</b> —Ensure that the plan contains a consistent set of vision, goals, policies, objectives, and actions that are based on evidence about community conditions, major issues, and impacts.						
9.1. Assess strengths, weaknesses, opportunities, and threats.			X			
9.2. Establish a fact base.					X	
9.3. Develop a vision of the future.					X	
9.4. Set goals in support of the vision.					X	
9.5. Set objectives in support of the goals.					X	
9.6. Set policies to guide decision making.					X	
9.7. Define actions to carry out the plan.					X	
9.8. Use clear and compelling features to present the plan.				X		
<b>TOTAL SCORE: 9. CONSISTENT CONTENT</b>						<b>21</b>
<b>10. COORDINATED CHARACTERISTICS</b> —Ensure that the plan includes creative and innovative strategies and recommendations and coordinates them internally with each other, vertically with federal and state requirements, and horizontally with plans of adjacent jurisdictions.						
10.1. Be comprehensive in the plan's coverage.					X	
10.2. Integrate the plan with other local plans and programs.					X	
10.3. Be innovative in the plan's approach.			X			
10.4. Be persuasive in the plan's communications.				X		
10.5. Be consistent across plan components.					X	
10.6. Coordinate with the plans of other jurisdictions and levels of government.					X	
10.7. Comply with applicable laws and mandates.					X	
10.8. Be transparent in the plan's substance.					X	
10.9. Use plan formats that go beyond paper.		X				
<b>TOTAL SCORE: 10. COORDINATED CHARACTERISTICS</b>						<b>21</b>

N/A = Not applicable; 0 = Not present; 1 = Low achievement; 2 = Medium Achievement; 3 = High Achievement; Source (indicate where in the plan each best practice is discussed)



## APPENDIX C: PLAN SCORING MATRIX

TOTAL SCORES		NOTES
<b>PRINCIPLES</b>		
1. LIVABLE BUILT ENVIRONMENT	<b>25</b>	
2. HARMONY WITH NATURE	<b>14</b>	
3. RESILIENT ECONOMY	<b>10</b>	
4. INTERWOVEN EQUITY	<b>8</b>	
5. HEALTHY COMMUNITY	<b>8</b>	
6. RESPONSIBLE REGIONALISM	<b>18</b>	
<b>I. TOTAL PRINCIPLES SCORE (ADD 1–6)</b>	<b>83</b>	
<b>PROCESSES</b>		
7. AUTHENTIC PARTICIPATION	<b>9</b>	
8. ACCOUNTABLE IMPLEMENTATION	<b>13</b>	
<b>II. TOTAL PROCESSES SCORE (ADD 7 AND 8)</b>	<b>22</b>	
<b>ATTRIBUTES</b>		
9. CONSISTENT CONTENT	<b>21</b>	
10. COORDINATED CHARACTERISTICS	<b>21</b>	
<b>III. TOTAL ATTRIBUTES SCORE (ADD 9 AND 10)</b>	<b>42</b>	
<b>TOTAL PLAN SCORE (ADD I, II, AND III)</b>	<b>147</b>	
<b>TOTAL POINTS AVAILABLE</b> <i>Count the number of applicable practices and multiply by 3. The maximum is 255 points (if all practices are applicable).</i>	<b>255</b>	
<b>PLAN SCORE PERCENTAGE</b> <i>(Total Plan Score/Total Points Available)</i>	<b>58%</b>	

### Level of Achievement (based on Plan Score Percentage)

Designated: 70–79%

Silver: 80–89%

Gold: 90–100%