

2025 Request for Proposals

Cooperative Watershed Management Grant Program

Monitoring and Assessments



Snoqualmie & South Fork Skykomish Watersheds
(King County portion of Water Resource Inventory Area 7)
Snoqualmie Watershed Forum

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Overview

The [Snoqualmie Watershed Forum](#) (Forum) Cooperative Watershed Management (CWM) Grant program supports monitoring and assessment projects along the Snoqualmie and South Fork (SF) Skykomish watersheds and their tributaries within the King County portion of WRIA 7.

The Forum is a committed partner of non-profit organizations (501(c)3 status), tribal governments, local governments (City, County), Conservation Districts, and other interested parties that seek to help improve conditions for salmon and water quality in the Snoqualmie and SF Skykomish watersheds.

This fund supports monitoring and assessment projects with an emphasis on Endangered Species Act (ESA)-listed salmonids (Chinook salmon, steelhead trout, bull trout).

How much funding is available for the 2025 CWM grant round?

In 2025, the Forum will grant a portion (15-20%) of total WRIA 7 CWM funding to monitoring and assessments. **The Forum anticipates between \$346,424 and \$461,900 available for monitoring and assessment projects in 2025.**

The minimum grant award is \$7,500. While there is no maximum grant award, all funding requests will be asked if the proposed project is scalable.

The 5-year average for individual monitoring & assessment awards is \$60,000.

Which types of monitoring projects are eligible to apply?

Overview

The 2005 Snohomish River Basin Salmon Conservation Plan (Salmon Plan) discusses three types of monitoring (see [Chapter 12 in the Plan](#) [page 12-4, page 246 of PDF] for more details), which address the following questions:

1. **Implementation monitoring:** Did we implement the Plan's projects, programs and policies as intended? (For individual projects, implementation monitoring asks if the project was built as planned, and if not, what changes took place during implementation?) -- *this monitoring type is not the focus of this RFP but is required for restoration and riparian projects.*
2. **Effectiveness monitoring:**
 - a. **Direct Project Effectiveness:** Did *individual* projects **perform** as expected in terms of habitat and fish use?
 - b. **Cumulative Effectiveness:** have all the activities combined, along with natural conditions, improved habitat conditions as expected? Also sometimes called *status and trends*.

3. **Validation monitoring:** What overall effects have Salmon Plan actions had on the Snoqualmie/SF Skykomish Chinook salmon viable salmonid populations (VSP) parameters, and are the technical assumptions within the Snohomish Basin Salmon Recovery Plan accurate?

In 2025, this Request for Proposals (RFP) is soliciting proposals for:

- Direct Project Effectiveness Monitoring
- Cumulative Effectiveness Monitoring
- Validation Monitoring
- Ongoing Research and Data Gaps

See [Priority Research and Monitoring questions \(2023\)](#), with further detail, including priority tiers in [supplemental spreadsheet](#).

What is Effectiveness Monitoring?

Effectiveness monitoring is focused on how habitat conditions evolve after a project is completed, and understanding how Chinook and other juvenile salmonids are using restoration projects; or how an *individual or small set of* restoration projects is influencing river conditions or processes such as erosion or water temperature. Effectiveness monitoring is meant to determine how fish use the habitat and/or which restoration and enhancement/improvement techniques work best.

Project Effectiveness monitoring example questions:

- What factors determine if restoration projects are contributing to higher growth rates (and thus high probability of survival) of juvenile Chinook?
- Are juvenile Chinook using backwater habitats in the Snoqualmie River, and if so, at what times and under what flows?
- Assess juvenile Chinook use of large wood structures; What characteristics of wood structures are driving abundance and use?

Not eligible for monitoring and assessment awards:

- [Implementation monitoring](#) (**required** under other grant categories)

Why is implementation monitoring not eligible?

Inclusion of funding for three years of implementation monitoring is a requirement for all Restoration & Protection and Riparian projects and will not be funded through the program's Monitoring and Assessment allocation.

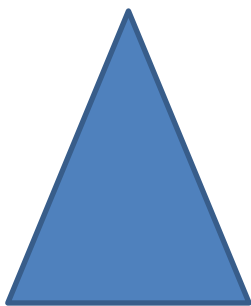
- [Knowledge exchanges](#) (**eligible** under Education and Outreach RFP category)

Knowledge exchange proposals (e.g. plan, convene, and host a targeted science and policy conference that facilitates discussions of monitoring and assessments results

relevant to the Snoqualmie and SF Skykomish watersheds) are encouraged, but will be reviewed, scored, and funded under the Education and Outreach allocation. You can find that [RFP on the Forum's website](#).

What is a Priority Research Gap in WRIA 7?

There are significant reports and assessments building from the 2005 Salmon Plan. Since 2005, many data gaps have been addressed or at least partially addressed through various studies. An updated and prioritized list of research needs was developed in 2023.



- 2023 [Priorities for Research and Monitoring](#) (detailed [spreadsheet](#))
- 2022 [Snoqualmie River Chinook Salmon Conceptual Model](#)
- 2021 [Update white paper on temperature](#) (Kubo et al.)
- 2021 [Project Effectiveness Monitoring](#)
- 2005 [Ongoing: Plans, Studies, Maps](#) : NOT an exhaustive list
- 2005 [Salmon Plan](#) (Ch. 12 and Appendix O)

In the 2023 Monitoring Prioritization, there are six sets of questions, each with a tiered set of sub-questions. **Projects that target Tier 1 sub-questions will be ranked higher in evaluation.**

[Priority Question Sets \(See sub-set of questions and associated tiers\):](#)

- Set 1: What factors influence adult Chinook migration and spawning success?
- Set 2: What factors influence adult Chinook spawner abundance, timing, and distribution?
- Set 3: What factors influence Chinook egg-to-fry survival?
- Set 4: What factors influence juvenile Chinook rearing success?
- Set 5: What factors influence juvenile Chinook abundance, life-history diversity, and outmigration?
- Set 6: What factors influence abundance, productivity, & distribution of other salmonids & aquatic species?

While the above resources document many opportunities for future research, they are not exhaustive and there are likely many additional knowledge gaps that could be addressed through this funding source. This funding is also available to support studies that seek to address previously funded or existing research more fully. Proposals that can demonstrate a tie to a previously-documented research gap or need, such as those in the original Salmon Plan or the reports listed above, are eligible; however, **proposals to study emerging issues not previously documented are also eligible if they can make a strong case for the need to fill the data gap and how it will advance the goals of the Salmon Plan.**

[Who can apply?](#)

Applicants must be one of the following: cities, towns, special purpose districts, public schools, King County, state agencies, federally recognized tribes, or private non-profit organizations (501(c)3 status). Individuals and for-profit businesses are not eligible.

What is the grant round timeline?

Dates	Action
Nov. 22, 2024	Grant round opens
Dec. 11, 2024 (1-2PM) Jan. 7, 2025 (9-10AM)	Grant Program Webinar and Q&A session for interested project sponsors.
Jan. 17, 2025	*Deadline* Notice of Intent to Apply submission due (submit via the online portal).
February 4, 2025	Feedback provided and full applications requested.
March 20, 2025	*Deadline* Full Application due (submit via the online portal).
April 2-4, 2025	Project Presentations to Project Review Committee (in-person)
April 22, 2025	*Deadline* Responses to Project Review Committee
May 1 & 6, 2025	Project Ranking
May 21, 2025	Snoqualmie Watershed Forum Approval of Grants
Summer / Fall 2025	King County Flood Control District (FCD) Executive Committee Approval of CWM Grants

Following the Summer / Fall FCD meeting, project sponsors will be contacted by King County for contracting. Funding is available after approval and following a signed contract agreement. For details on agreements and fiscal matters, please review the [Overview of 2025 Cooperative Watershed Management Grant Program \(page 2/2\)](#).

What is the review process?

The review process includes three-steps (see *How do I apply?* below):

- (1) Notice of Intent to Apply (pre-application) – by January 17, 2025
- (2) Full Application – by March 20, 2025
- (3) Responses to Project Review Committee – by April 22, 2025

A review team consisting of local technical experts and Forum partners will be convened as the Project Review Committee. The Project Review Committee will independently evaluate and score proposals using the criteria outlined in the CWM program's Request for Proposals packets. If you submit a full application, you will be asked to provide a short project presentation to the Project Review Committee. Scores will be summed, and projects ranked based on their overall score (highest to lowest), how the project aligns with the Forum's CWM Grant Funding Priorities, and if there is consensus among the Project Review Committee.

The ranked list will then be presented to the Snoqualmie Watershed Forum for approval. If approved, the list will then be presented to the Flood Control District for final approval. Following the approval from the Flood Control District, project sponsors will be notified, and contract agreements will be initiated.

**If you have additional questions, contact the Forum's Project Coordinator:
Erin Ryan-Peñuela | eryan@kingcounty.gov | 206-707-1354
(Please read packet in its entirety beforehand)**

How do I apply?

1. Notice of Intent to Apply (NOI)

Documentation required:

1. Complete [Notice of Intent via the online portal](#) by **11:59 PM on Friday, January 17, 2025**.
 - Be sure to upload the Budget Table (a spreadsheet template is provided in online portal) and project site map (if relevant) through the online portal.

2. Full Application (*by invitation only with notification in early February*)

Documentation required:

1. If invited, complete the [Full Application via the online portal](#) by **11:59 PM on Thursday, March 20, 2025**.
 - a. Full online application requirements are all specified in the online portal and include:
 - The King County Flood Control District 2025 Cooperative Watershed Management Grant Application for Restoration and Protection projects
 - CWM Budget Table (MS Excel spreadsheet)
 - Project site map (MS Word, PDF, image files)
 - Documentation of landowner support (**required** when working on property you do not own; not required if owned by project sponsor) (preferably a signed document, such as landowner agreement).

***Project site photos are recommended, but not required.

3. Responses to Review Committee

Documentation required:

1. Following the project presentations (April 2-4, 2025), the Project Review Committee **may** request for responses to technical questions or clarifications related to your project.
2. Responses to committee questions will be due **by 11:59 PM on Tuesday, April 22, 2025**.

Are there any prerequisites or conditions attached to this funding?

Yes. Monitoring and assessment projects must show a direct benefit to salmon habitat or water quality indicators that support salmon habitat. The project must be located within the Snoqualmie and/or the SF Skykomish watersheds. Additionally:

- The project must have a high certainty of success.
- Deliverables must be completed within three years of award.
- Applicants must have identified monitoring project areas on maps (provided with application) and should provide any available correspondence showing relevant landowner support for the potential project (re: any potential access issues).
- No elements supported by this award can be required as mitigation or other mandated activities¹.
- Project must demonstrate consistency with the Salmon Plan.
- The project budget is realistic and accurately represents project expenses & revenue.
- The project must fully meet all [CWM Policies outlined in CWM Program Overview](#).
- If requested, sponsor agrees to present their project to the Project Review Committee on April 2, 3, or 4th, 2025.
- If requested, sponsor agrees to present their project at a mutually convenient Snoqualmie Valley Planning Committee, Snohomish Basin Salmon Recovery Technical Committee, or Snoqualmie Watershed Forum meeting.
- Sponsor must agree to acknowledge the Snoqualmie Watershed Forum and the King County Flood Control District on all printed, online, and electronic documents; audio-visual materials; signs; or any other materials produced in association with an awarded grant.

Evaluation Criteria and Scoring

Use of Criteria in Ranking Process

Note that these criteria are simply an evaluation tool. The Project Review Committee (PRC) will fully evaluate projects based on all provided information and will use group consensus to develop the final prioritized grant list.

- Notices of Intent will be sent to the PRC for initial screening. The PRC may request a project be deferred to future grant rounds or other funding sources based on the following: [Notice of Intent Screening Tool](#). Projects that pass the NOI screening will receive an invitation to submit a full application.
- Final grant applications will be sent to PRC to evaluate. The PRC, individually, will score grants before the ranking meeting.
- Scores are draft and to be used for discussion purposes during the PRC scoring meeting. Scoring as a group will help share technical knowledge of projects and limit biases.
- The PRC's final ranked list of grants will be forwarded to the Snoqualmie Watershed Forum for the final grant allocation decision.

¹ Grants can be used on mitigation projects to extend/increase monitoring beyond that required by regulatory permits.

Scoring Guidance

- Projects will be scored by category on a whole number scale (e.g., a project must receive a score of 1, 3, 5, not 1.5).
- Each project will have two scores (one benefit, one certainty, not a combined score).
- Scores are draft and to be used for discussion during the Project Review Committee's scoring meeting.
- Maximum points for Technical Merit = 100 points (note: **a 60-point minimum is required to be considered for funding**).
- Maximum points for Certainty of Success = 100 points (no minimum requirement).

Monitoring and Assessment: Scoring Criteria

Summary of Scoring Criteria

(1 = low; 3 = medium; 5 = high)

TECHNICAL MERIT					
<i>A or B*</i>					
<p>*Proposals scored based on 1 of the following categories of monitoring:</p> <ul style="list-style-type: none"> A. Project Effectiveness Monitoring <i>or</i> B. Cumulative Effectiveness, Validation Monitoring, or Research Gaps. <p>(60 point minimum required to be considered for funding)</p>					
A. Project Effectiveness Monitoring					
<i>Criterion</i>	<i>Guiding Question</i>	<i>Score</i>	<i>Multiplier</i>	<i>Max Points</i>	<i>% of Total</i>
Study Design and Methods	Are sampling methods and study design scientifically sound?	1,3,5	10	50	50%
Proposal Clarity	Does the proposal clearly articulate goals, objectives, and a hypothesis?	1,3,5	10	50	50%
Total				100	100%
B. Cumulative Effectiveness, Validation Monitoring, or Research Gaps					
Study Design and Methods	Are sampling methods and study design scientifically sound?	1,3,5	5	25	25%
Proposal Clarity	Does the proposal clearly articulate goals, objectives, and a hypothesis?	1,3,5	5	25	25%
Relevance to Salmon Recovery in WRIA 7	Does the proposal fill a critical data gap or address an emerging issue that will help improve salmon recovery outcomes?	1,3,5	10	50	50%
Total				100	100%

CERTAINTY OF SUCCESS

(applies to ALL proposals)

Criterion	Guiding Question	Score	Multi-plier	Max Points	% of Total
Monitoring Study / Assessment Cost	Are the costs reasonable for the type of work proposed?	1,3,5	4	20	20%
Community Involvement and Public Outreach	Is the study involving and/or engaging communities affected by the project?	1,3,5	4	20	20%
Sequence	Is the study in the correct sequence and independent of other actions being taken first?	1,3,5	4	20	20%
Feasibility and Readiness	Is the study feasible and ready to be implemented?	1,3,5	4	20	20%
Equity and Social Justice	Does the study reflect diversity, equity, and inclusion in the project design or implementation? (See ESJ Guidance)	1,3,5	1	5	5%
Policy Impact	Does the proposal detail how policy might be impacted?	1,3,5	3	15	15%
Total				100	100%

TECHNICAL MERIT

A or B* (100 points each)

*Proposals scored based on 1 of the following categories of monitoring:

- A. Project Effectiveness Monitoring or
- B. Cumulative Effectiveness, Validation Monitoring, or Research Gaps.

60 point minimum for *Technical Merit* is required to be considered for funding.

Criteria	Description	Max Points
A. Project Effectiveness Monitoring Proposals		
Proposal Clarity	<p>Does the proposal clearly articulate a hypothesis and are the goals and objectives aligned with the intended outcomes of the project(s) being monitored?</p> <p>Proposals should clearly articulate goals and objectives. Objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). Proposals should also include one or more specific hypotheses. Proposals should also adequately consider spatial scale, project complexity, and timing.</p> <ul style="list-style-type: none"> • High (5 points): Proposal is clearly defined, identifies measurable goals and objectives. Hypotheses are clearly defined. • Medium (3 points): Proposal may not be completely clear, may lack one of the following: measurable goals, SMART objectives, or a clear hypothesis. • Low (1 point): Proposal is unclear and lacks one or more of the above requirements. <p>(↑ Return to Summary Table)</p>	50
Study Design and Methods	<p>Are sampling methods and study design scientifically sound?</p> <ul style="list-style-type: none"> • High (5 points): Uses proven scientific methods for sampling. Study design is thorough and well thought-out, including a plan for how the results will be statistically evaluated and what kind of inference will be possible with the results. • Medium (3 points): Uses methods that may have been tested but with incomplete or varying results. Study design is lacking in some regards. 	50

	<ul style="list-style-type: none"> • Low (1 point): Uses sampling methods that have not been tested or proven to be effective in past uses. Study design is not thorough or well thought-out; does not think ahead to how results will be analyzed and what kind of inference will be possible with given study design. <p>(↑ Return to Summary Table)</p>	
B. Cumulative Effectiveness, Validation Monitoring, and Research Gap Proposals		
Study Design and Methods	<p>Are sampling methods and study design scientifically sound?</p> <ul style="list-style-type: none"> • High (5 points): Uses proven scientific methods for sampling. Study design is thorough and well thought-out, including a plan for how the results will be statistically evaluated and what kind of inference will be possible with the results. • Medium (3 points): Uses methods that may have been tested but with incomplete or varying results. Study design is lacking in some regards. • Low (1 point): Uses sampling methods that have not been tested or proven to be effective in past uses. Study design is not thorough or well thought-out; does not think ahead to how results will be analyzed and what kind of inference will be possible with given study design. <p>(↑ Return to Summary Table)</p>	25
Proposal Clarity	<p>Does the proposal clearly articulate a hypothesis and include clear goals and objectives?</p> <p>Proposals should clearly articulate goals and objectives. Goals should be constant and longer-term while objectives should be the specific and quantifiable steps taken to achieve specified goal. Objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). Proposals should also include one or more specific hypotheses.</p> <ul style="list-style-type: none"> • High (5 points): Proposal is clearly defined, identifies measurable goals and objectives. Hypotheses are clearly defined. • Medium (3 points): Proposal may not be completely clear, may lack one of the following: measurable goals, SMART objectives, or a clear hypothesis. • Low (1 point): Proposal is unclear and lacks one or more of the above requirements. <p>(↑ Return to Summary Table)</p>	25

<p>Relevance to Salmon Recovery in WRIA 7</p>	<p>Does the proposal fill a critical data gap or address an emerging issue that will help improve salmon recovery outcomes?</p> <ul style="list-style-type: none"> • High (5): Proposal clearly identifies a critical data gap, specifically citing a priority question from the 2023 Monitoring Prioritization Project. If proposal is focused on an emerging issue that doesn't appear in a previous plan or report, proposal makes an explicit link between research topic and goals of the Salmon Plan. Proposal explains how proposed research addresses uncertainties and clearly links research outcomes/hypotheses to improving salmon recovery outcomes. • Medium (3): Proposal only somewhat identifies a critical data gap, may not specifically cite a previous plan or report, and may only somewhat explain how proposed research addresses uncertainties; link between research and salmon recovery outcomes less than clear. • Low (1 point): Proposal doesn't clearly identify critical data gap, doesn't cite Plan's Chapter 12, Appendix O, or previous reports, and doesn't link research outcomes/hypotheses to improving salmon recovery outcomes. <p>(↑ Return to Summary Table)</p>	<p>50</p>
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<p align="center">CERTAINTY OF SUCCESS</p>		
<p align="center">Maximum points: 100 (no minimum requirement)</p>		
<p>Criteria</p>	<p>Description</p>	<p>Max Pts</p>
<p>Monitoring Study / Assessment Cost</p>	<p>Are the costs reasonable for the type of work proposed?</p> <ul style="list-style-type: none"> • High (5 points): Cost for the proposal is low relative to the predicted benefits from knowledge we will gain from this monitoring proposal. Costs seem reasonable for the project. Watershed benefits for the cost are specific. • Medium (3 points): Cost is moderate relative to the predicted benefits. • Low (1 point): Cost is high relative to the predicted benefits or some items in the budget 	<p>20</p>

	<p>are questionable for the type of work.</p> <p>(↑ Return to Summary Table)</p>	
<p>Community Involvement and Public Outreach</p>	<p>Is the project involving and/or engaging the community?</p> <p>Effectively reaching out to and involving the local community and other interested parties in project development, design, and implementation is important to the success of the project. This is especially true for projects with significant risks or constraints. Appropriate outreach and involvement will vary by project type, size, location, and identified risks/constraints, and the Forum encourages project teams to consider the community engagement continuum provided below in <i>Table 2</i>.</p> <ul style="list-style-type: none"> • High (5 points): Project or activity demonstrates direct engagement with the local community and interested parties and is aligned with the “community directs” or “collaborate” approaches in the community engagement continuum. • Medium (3 points): engagement reflects the “involve” approach in the continuum. • Low (1 point): engagement is best captured by the “inform” or “consult” approaches. <p>0 points: no community nor interested party outreach or involvement.</p> <p>(↑ Return to Summary Table)</p>	<p>20</p>
<p>Sequence</p>	<p>Is the project in the correct sequence and independent of other actions being taken first?</p> <ul style="list-style-type: none"> • High (5 points): Examples: <ul style="list-style-type: none"> ○ Project is in the correct sequence and is independent of other actions being taken first. ○ Builds on previous work. ○ The proposed phase is a necessary step to future restoration or acquisition project implementation and there are no known risks to future implementation. • Medium (3 points): Examples: <ul style="list-style-type: none"> ○ Project includes some actions that are out of sequence. 	<p>20</p>

	<ul style="list-style-type: none"> ○ Somewhat builds on previous work. ○ Proposed phase may be necessary for future implementation and the proposal describes potential barriers to implementation and articulates how feasibility will be maximized during the proposed phase. ● Low (1 point): Examples: <ul style="list-style-type: none"> ○ Project is not in the correct sequence and requires other actions to be taken first. ○ Does not consider or build on previous work. ○ The proposal does not directly connect with future project implementation or has potential for significant risks that are not adequately addressed. <p>(↑ Return to Summary Table)</p>	
Feasibility and Readiness	<p>Is the project feasible and ready to be implemented?</p> <p>Proposals that are feasible and demonstrate a higher degree of readiness for implementation are a higher priority for receiving grant funds. A component of readiness is identifying and demonstrating how risks or constraints to implementation will be managed.</p> <ul style="list-style-type: none"> ● High (5 points): Project can be implemented in the next fish window following the grant award, demonstrates low risk, or a has a strong risk management plan (such as through design elements or contingencies). Sponsor is qualified to do the work. ● Medium (3 points): Project can be completed within two years of grant award and has higher, yet manageable, risk. ● Low (1 point): Project is more than two years from implementation or has significant implementation risks. <p>(↑ Return to Summary Table)</p>	20
Equity and Social Justice	<p>Does the project reflect diversity, equity, and inclusion in the project design or implementation?</p> <p>While habitat limiting factors drive the design and implementation of salmon recovery activities, restoration also offers opportunities to advance equity and social justice. The Forum considers</p>	5

	<p>this a critical component of working in this watershed and asks project sponsors to make every effort to ensure equitable outcomes during project design and implementation. (See ESJ Guidance)</p> <ul style="list-style-type: none"> • High (5 points): Project or activity demonstrates a strong understanding of diversity, equity, and inclusion, and reflects these values in project design and implementation. The project outlines ways to promote equity in the distribution of any potential benefits and risks in project design or implementation, particularly for underrepresented groups. Proposal demonstrates a response to considerations outlined in the WRIA 7 CWM ESJ Guidance with attention to underserved and underrepresented communities. • Medium (3 points): Project incorporates diversity, equity, and inclusion in project design or implementation but does not take full advantage of opportunities to advance these values. • Low (1 point): Little or no acknowledgement of the need to promote equitable outcomes. <p>(↑ Return to Summary Table)</p>	
<p>Policy Impact</p>	<p>Does the proposal detail how policy might be impacted?</p> <p>Strong projects specifically identify how different study outcomes might directly affect capital program policies and decisions that affect future efforts, such as by affecting decision making that is relevant to salmon recovery (e.g. specific policy, funding program, regulation, etc.).</p> <ul style="list-style-type: none"> • High (5 points): proposal details how the monitoring project may affect capital program policies and/or identifies a specific decision point in the project selection and/or design cycle that may be affected. • Medium (3 points): proposal partially addresses how the monitoring project may affect capital program policies and/or how a specific decision point in the project selection and/or design cycle may be affected. • Low (1 point): proposal is unlikely to affect decision-making that is relevant to salmon recovery or fails to address this criterion. <p>(↑ Return to Summary Table)</p>	<p>15</p>

Questions?

Please contact Erin Ryan-Peñuela, Forum Project Coordinator, at eryan@kingcounty.gov or 206-707-1354.

Table 1. Community Engagement Continuum

	Levels of Engagement →				
	INFORM	CONSULT	INVOLVE	COLLABORATE	COMMUNITY DIRECTS
Community Participation Goal	To provide the community with balanced, factual and culturally appropriate information to assist them in understanding the problems, alternatives and/or solutions.	To obtain community feedback on analysis, alternatives and/or decision.	To work directly with communities throughout the process to ensure that community issues and concerns are consistently understood and considered.	To partner with communities in each aspect of the decision, including the initial development of alternatives and the preferred solution.	To place final decision- making in the hands of the public or community.
Message to the Community	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how community input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how community input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions. We will incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
Characteristics of Engagement	<ul style="list-style-type: none"> •Primarily one-way channel of communication •Term-limited to project •Addresses immediate need of project and community 	<ul style="list-style-type: none"> •Primarily one-way channel of communication •One to multiple interactions •Shapes and informs project 	<ul style="list-style-type: none"> •Two-way channel of communication •Multiple interactions •Advancement of solutions to complex problems 		
Strategies	Media releases, brochures, pamphlets, outreach to vulnerable populations, ethnic media contacts, translated information, staff outreach to residents, new and social media	Focus groups, interviews, community surveys	Forums, advisory boards, stakeholder involvement, coalitions, policy development and advocacy, including legislative briefings and testimony, workshops, community-wide events	Co-led community meetings, advisory boards, coalitions, and partnerships, policy development and advocacy, including legislative briefings and testimony	Community-led planning efforts, community-hosted forums, collaborative partnerships, coalitions, policy development and advocacy including legislative briefings and testimony
Timeframe Examples	Usually fast, often time- sensitive. For example, 1 day to 1 week.	Often episodic, usually tied to one-time projects, decisions or grants. Often 1 week to 1 month, e.g. 30 day public comment periods.	Variable, often several months. Moving toward on-going relationships rather than episodic,	Often several months, to on- going.	Variable, often weeks, months or on-going.