

Overview of CIIAF Spreadsheet (Version 2)

Supplemental material for science report:

Coastal Infrastructure Investment Analysis Framework: Background, Cultural Resources Objectives and Performance Metrics Updates, and Next Steps

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Introduction

This document supports the development of the National Park Service (NPS) Coastal Infrastructure Investment Analysis Framework (CIIAF) and supplements updates to Eaton et al. (2024) made in Reynolds et al. (2026).

The majority of the content in this document comes from the original (version 1) spreadsheet delivered to NPS as part of the U.S. Geological Survey (USGS) Restricted-File Interagency Report (RFIR): *An Evaluation Framework to Inform National Park Service Coastal Infrastructure Investment Decisions* (Eaton et al. 2024). However, new cultural resources objectives and performance metrics, which were updated by Reynolds et al. (2026), replace those included in the original spreadsheet. The Reynolds et al. (2026) version of the spreadsheet is therefore referred to as Version 2. Not all elements of the Version 2 spreadsheet are demonstrated in this document.

This document is not a standalone product and cannot be properly understood or adapted without the referenced reports. The spreadsheet does not currently produce decision-quality results; it is a proof of concept and illustration. Eaton et al. (2024) and Reynolds et al. (2026) describe the steps recommended for the next iteration of this framework, including those necessary for the framework to be fully complete and ready to use for decision support. The spreadsheet (the content of which is demonstrated in this document) serves as an example of how the framework might be implemented in practice. Figure 1 provides an overview of the spreadsheet structure and key components used to illustrate the framework.

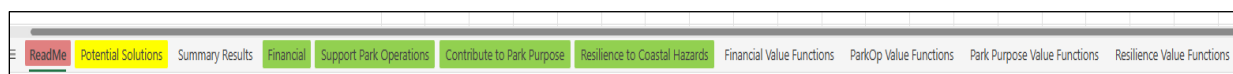


Figure 1. Key components used to illustrate the framework. NPS

Key aspects of the CIIAF spreadsheet are:

- 1) *ReadMe* worksheet tab (color-coded red) has information similar to that contained in this introduction.
- 2) *Potential Solutions* worksheet tab (color-coded yellow) where project evaluators describe the problem they are addressing and enter brief descriptions of their proposed investments and investment alternatives.
- 3) *Financial*, *Support Park Operations*, *Contribute to Park Purpose*, and *Resilience to Coastal Hazards* worksheet tabs (color-coded green) for each of the four top-level objectives in the framework where project evaluators score each of the investment alternatives described on the Potential Solutions tab, using the metrics that are defined in detail in the Scoring Instructions in Appendix 3 of Reynolds et al. (2026).
- 4) Project evaluators enter relevant project information in the *Financial Values Function*, *ParkOp Value Functions*, *Park Purpose Value Functions* and *Resilience Value Functions*

tabs (color-coded gray). No other cells should be modified by the user. *Value functions* map metric levels and descriptors to a numeric value. The three tabs with *Value Functions* in their name contain illustrative value functions for the various metrics. They also contain tradeoff weights used to combine the metrics within each major objective into a single numeric value.

- 5) *Summary Results* tab (color-coded gray) provides several summaries of the results of the evaluations, including a table that aggregates the various metrics into a summary score, and graphical comparisons of the different alternatives. The *Summary Results* tab pulls quantitative summary values from each of the green tabs to present a full summary of the evaluation of each of the potential solutions in a one-page view.

The spreadsheet implements a set of calculations that convert the project evaluations (i.e., the scores on various metrics) into numeric quantitative results. See Eaton et al. (2024) section on *Starting points: Proof of concept products that can form the basis for the next steps* (especially the subsection "Tradeoffs and value functions: From consequence matrix to quantified performance" and the references therein) for a description of the management value judgements that are required for these calculations to provide meaningful results.

Purely illustrative functions and weights were applied in the spreadsheet, for the sole purpose of showing how calculations are carried out and summary results created. The numeric summaries help decision makers more quickly identify the major tradeoffs for consideration in their deliberations.

Potential Solutions Worksheet Tab

Use this sheet to summarize, briefly, the problem the investment concept is intended to solve, and the potential solutions that are being evaluated. See the Scoring Instructions document for a discussion of factors to consider in developing these solutions. **The potential solution titles automatically carry over to other worksheets.**

This version of the workbook that was provided to NPS was populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

Problem Statement	A popular multi-use beach access point has been degrading through a series of recent storms. Roads and parking lot are in bad shape, and may become impassable soon. This area is popular for beach recreation and wildlife viewing, and has historically important structures. Most of the facilities are outdated, and on the verge of being unusable. Managers are considering investing in the area to make it more resilient to future impacts. The project will be deemed successful if adaptation measures are able to mitigate coastal hazards and extend longevity of Park assets and their benefits. It will be unsuccessful if the area continues to be damaged, leading to failure of assets and facilities. An important consideration is that the future intensity and recurrence of storms are difficult to predict. Uncertainty is high. Thus, future maintenance costs, which depend on the amount of damage that the facility will accrue in the future, are also difficult to predict. For these reasons, the risk that the project may fail to mitigate coastal hazards is high.
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Potential Solutions (Title)	Potential Solutions (Description)
No upgrades	• Facilities will not be upgraded. • Managers are willing to part ways with the area when it becomes demolished by nature. • Maintenance demands in the intervening period are highly uncertain and could be large. • Historic assets may be lost without notice. • No upfront costs, but O&M costs could rapidly accumulate.
Light use	• Infrastructure will be upgraded just enough to continue enabling access. • Foot traffic will need to be regulated. • The project is expected to provide benefits for only a few years (5-10). • These upgrades are not very resilient to coastal hazards. Complete failure is possible at any time. • But, costs are low!
Fully upgraded	• Current structures will be rebuilt as resilient, modern facilities. • Includes a multi-use picnic pavilion and amphitheater, protective structures for historic buildings, parking lots with permeable surfaces, and landscape engineering designed to deflect and absorb flooding. • This is a very expensive project that is expected to last 50-70 years.
Strategic withdrawal	• Facilities will be systematically closed down over a defined period. • Historic structures will be documented and demolished. • Costs are intermediate compared to other options. • Future maintenance costs pertain to maintaining museum collections.

Summary Results Worksheet Tab

This worksheet provides a summary of the results of the scoring and evaluation of the potential solutions. The first table below includes summary and individual financial metrics. The second table includes the quantitative summary of the evaluation of potential solutions for each major objective (with the sub-objectives under "Contribute to Park Purpose" listed separately). The "Grand Score" row aggregates the value objectives into a single numeric value.

All of the values in these tables (except for the "weights" and "grand score") are calculated elsewhere—See the ReadMe Tab. The weights are purely illustrative. See Section 4 of the report for a discussion of tradeoff weights and how they should be assessed. Members of the IRB can modify the weights (below) to assess robustness of the overall 'grand score' rankings.

This version of the workbook is populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

	PROPOSED SOLUTIONS			
	Alt1	Alt2	Alt3	Alt4
	No upgrades	Light use	Fully upgraded	Strategic withdrawal
Financial Objectives				
Capital cost (investment request)	\$200,000	\$3,000,000	\$40,000,000	\$1,200,000
Total costs	\$2,450,000	\$6,750,000	\$46,343,750	\$460,750
Asset lifetime	1-5 years	6-10 years	> 50 years	1-5 years
Park financial risk	Danger	Caution	Ok	Ok

Value Objectives	Weight	Alt1	Alt2	Alt3	Alt4
Supports core park operations	0.100	0.00	0.05	0.10	0.08
Workforce	0.100	0.13	0.13	0.88	0.88
Cultural Resources	0.200	0.14	0.14	0.39	0.14
Natural Resources	0.200	0.1125	0.475	0.75	0.4125
Visitor Experience	0.200	0.000	0.269	0.926	0.241
Resilience Coastal Hazards	0.200	0.51	0.57	0.77	0.80
GRAND SCORE		0.166	0.309	0.664	0.414

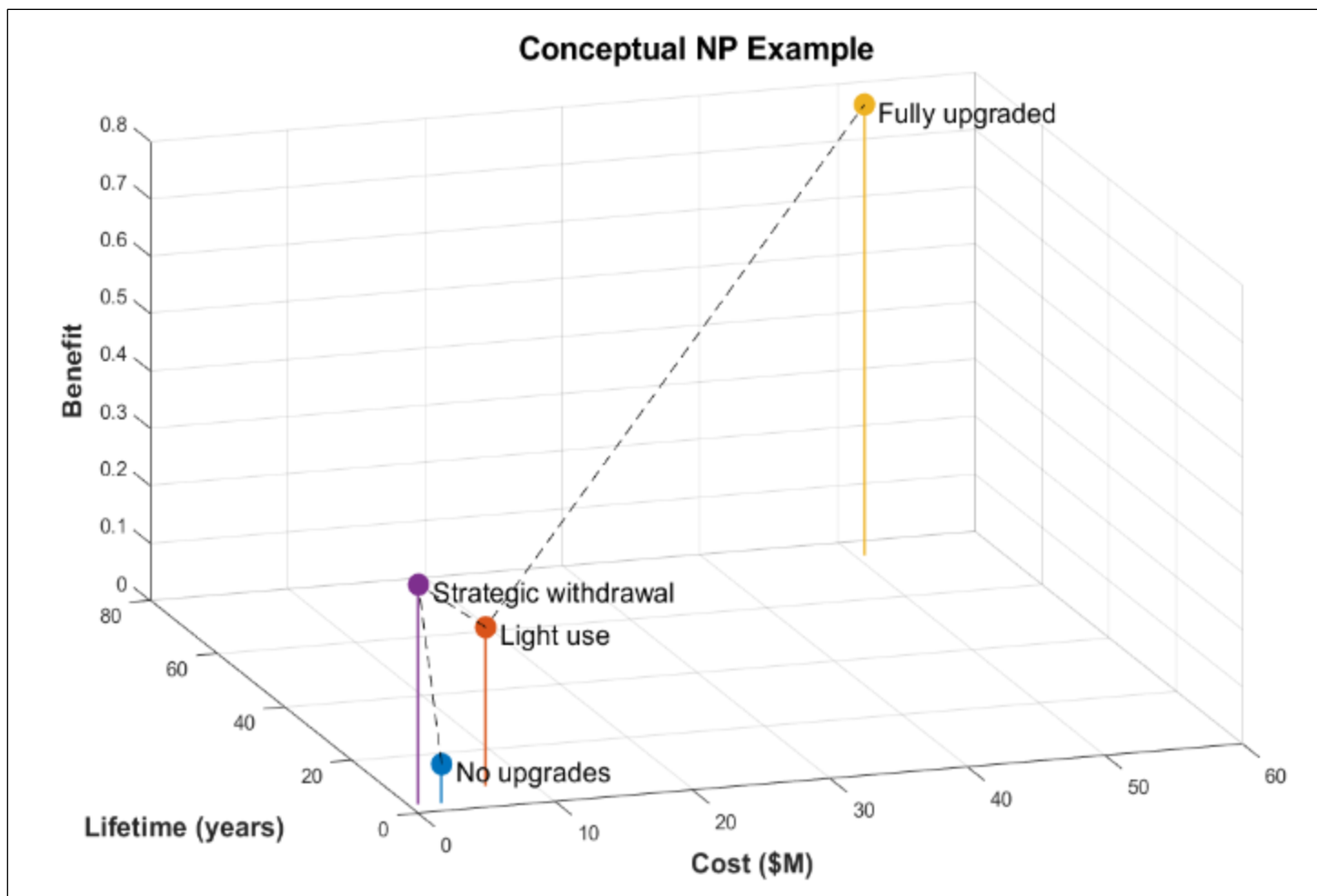


Figure 2. The three-dimensional graphic provided as an example and is not produced within this spreadsheet. NPS

Note: Tables below are used only for formatting the graphical displays and contain no new information

	Solution	No upgrades	Light use	Fully upgraded	Strategic withdrawal
	Cost	2,450,000	6,750,000	46,343,750	460,750
	Benefit	0.166	0.309	0.664	0.414
	Asset lifetime	3.000	7.500	75.000	3.000
Order sorted by cost	Solution	Strategic withdrawal	No upgrades	Light use	Fully upgraded
	Cost	460,750	2,450,000	6,750,000	46,343,750
	Benefit	0.414	0.166	0.309	0.664

Financial Worksheet Tab

Use this sheet along with the **Scoring Instructions document** to specify your estimates of the **financial impacts** of each of the investment options you identified on the Potential Solutions tab. For question F2 you have the option to enter a cost directly or to use a drop-down menu to select a cost category. For question F3 you have the option to enter a direct estimate of the annual O&M costs or to accept a default estimate of 2% of capital costs (see the cell comment in C14). All other questions have drop-down menus with selections corresponding to the metrics as described in the scoring instructions.

This version of the workbook is populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

			Investment concept proposed solutions			
			Alt1	Alt2	Alt3	Alt4
			No upgrades	Light use	Fully upgraded	Strategic withdrawal
Financial (Lifecycle costs)	F1. Asset lifetime	Remaining lifetime of the asset(s)	1-5 years	6-10 years	> 50 years	1-5 years
	F2. Capital costs	What are the total capital costs for the potential solution? Capital costs (if available, enter directly)	<\$2M \$200,000	\$2M - \$5M \$3,000,000	>\$20M - \$50M \$40,000,000	<\$2M \$1,200,000
	F3. O&M Costs	Default estimate of annual O&M Costs Estimated annual O&M costs (if available, enter directly)	\$4,000 \$750,000	\$60,000 \$500,000	\$800,000 \$250,000	\$24,000 \$20,000
	F4. Financial risk	Park financial risk Park financial risk if the potential solution is implemented	Danger Danger	Caution	Ok	Ok
	F5. Cost mitigation	If you have identified any certain sources of external funding for the potential solution, enter the cost contribution on the lines below Capital cost contribution (\$) Annual revenue contribution (\$/yr) What is your level of confidence that cost mitigation (for 25% or more of costs of the investment) will be realized?	\$0 \$0 N/A	\$0 \$0 N/A	\$8,000,000 \$0 Unlikely (10-50%)	\$500,000 \$0 Almost certain (>90%)

Illustrative calculations for summarizing financial inputs are shown below. Values in yellow are carried over the "Summary Results" sheet. A "total cost" estimate is a combination of capital costs, annual O&M costs multiplied by asset lifetime (no discounting), offset by the estimated costs mitigated either directly through partners or by revenue increases.

From inputs to values					
		Alt1	Alt2	Alt3	Alt4
		No upgrades	Light use	Fully upgraded	Strategic withdrawal
Mid-point of the range	asset lifetime (yrs)	3	7.5	75	3
Mid-point of the range (or the directly entered cost)	Cap cost	200,000	3,000,000	40,000,000	1,200,000
Directly entered cost if available, default estimate if not	Annual O&M	750,000	500,000	250,000	20,000
Value entered	Park Financial Risk	Danger	Caution	Ok	Ok
Capital contributions + total annual revenue increase + probability-weighted O&M offset	Total estimated cost mitigation	0	-	12,406,250	799,250
		Calculations			
	Total cost over lifetime (approx. CapEx + years*Opex)	2,450,000	6,750,000	58,750,000	1,260,000
These values carry over to the "grand scores"	Total cost after cost mitigation	2,450,000	6,750,000	46,343,750	460,750
	Asset lifetime	1-5 years	6-10 years	> 50 years	1-5 years
	Park financial risk	Danger	Caution	Ok	Ok

Support Park Operations Worksheet Tab

Use this sheet along with the **Scoring Instructions** document to specify your estimates of the impacts of (the outcomes of implementing) each of the investment options you identified on the Potential Solutions tab on the metrics associated with the objective of **Supporting Park Operations**. All questions have drop-down menus with selections corresponding to the metrics as described in the scoring instructions.

This version of the workbook is populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

First, consider the asset(s) that are the target of the investment concept

	Core functions	O1. Are the assets addressed by the project, and/or the functions those assets support, considered critical to the ability to operate the Park? (yes/no)	Yes
		O2. [if "yes" to O1]: If the asset(s) were lost / no longer available for use, what would the impact be on Park Operations?	Minor or negligible effect

Now, consider each of the potential solutions being considered

Support Park Operations			Alt1	Alt2	Alt3	Alt4
			No upgrades	Light use	Fully upgraded	Strategic withdrawal
	Core functions	O3. Ability to provide core functions. How well can the critical functions referenced in question O2 be carried out?	Equivalent to loss of asset	Diminished but adequate	Optimal performance	Reduced efficiency/effectiveness
	Workforce	O4. How will employee safety be affected?	Decrease / degrade	Decrease / degrade	Improve	Improve
		O5. How will employee working conditions be affected?	Decrease / degrade	Decrease / degrade	Improve	Improve
		O6. How will employee living conditions be affected?	N/A	N/A	N/A	N/A

NOTE: For any potential solution that will result in a degradation in employee safety, describe the safety risks and how employee safety will decrease under the solution.

Visitor access locations continue to require maintenance, cleaning, & visitor control. Park employees must access sites with unstable footing and damaged roads and pathways. Employees will have larger-than-average demand to clear roadways of storm debris & sediment material. Employees must retrieve/collect garbage and waste items from areas with challenged access; requires use of 4WD vehicles or carrying waste on foot. Employees must maintain signage with challenged access.

VALUE FUNCTIONS (Translates scores to numeric values)					COMBINED SCORES (weighted value function scores combined into a single metric for each alternative)				
Illustrative value functions applied to translate metric scores (dropdown menu selections) to numeric values. The value functions are defined on the "ParkOp Value Function" tab. Lookup functions are used to populate the "values" table below. i.e. do not enter numbers in the table below.					Illustrative weights are used to combine several metrics into a single value for each objective (here maintaining separate numeric values for core functions and for workforce). Illustrative weights are specified on the "ParkOp Value Function" tab, lookup functions are used to bring the values to column O, and then a weighted additive function combines the several metric values into a single summary. i.e. do not enter numbers in the table below. The summary values highlighted in yellow are used to populate the "Summary Results" tab.				
Alt1	Alt2	Alt3	Alt4			Alt1	Alt2	Alt3	Alt4
No upgrades	Light use	Fully upgraded	Strategic withdrawal		Illustrative Weights	No upgrades	Light use	Fully upgraded	Strategic withdrawal
0	0.05	0.1	0.075			0	0.05	0.1	0.075
0	0	1	1		0.5	0.125	0.125	0.875	0.875
0	0	1	1		0.25				
0.5	0.5	0.5	0.5		0.25				

Contribute to Park Purpose Worksheet Tab

Use this sheet along with the **Scoring Instructions** document to specify your estimates of the impacts of (the outcomes of implementing) each of the investment options you identified on the Potential Solutions tab on the metrics associated with the objectives related to **Contribution to Park Purpose (Cultural Resource Values, Natural Resource Values, and Visitor Experience)**. All questions have drop-down menus with selections corresponding to the metrics as described in the scoring instructions.

This version of the workbook is populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

***Important note:** The objectives and performance metrics presented here are ready for pilot testing but should not be considered final. Appendix 3 of the main report describes some of the potential changes and future iterations of the evaluation framework will have revised metrics. Cultural Resource Values were updated Jan–Apr 2025 (Reynolds et al. (2026).

				Dropdowns			
				Alt1	Alt2	Alt3	Alt4
Considerations				No upgrades	Light use	Fully upgraded	Strategic withdrawal
Cultural Resource Values	Historic Properties	CR1. Integrity of Historic Properties		Loss of Significance	Loss of Significance	No Impact	Loss of Significance
		CR2. Condition of Historic Properties		Loss of HP(s)	Loss of HP(s)	Improved	Loss of HP(s)
	Museum Collections	CR3. Integrity of Museum Collections		N/A	N/A	N/A	N/A
		CR4. Condition of Museum Collections		N/A	N/A	N/A	N/A
	Ethnographic Resources	CR5. Integrity of Ethnographic Resources		N/A	N/A	N/A	N/A
		CR6. Condition of Ethnographic Resources		N/A	N/A	N/A	N/A

	Engaging Tribes, traditionally associated communities, and stakeholders	CR7. Agreement with assessment of potential impacts?	formal or informal consultations?	Agreed (informal)	Agreed (informal)	Some parties Agreed	Agreed (informal)
Natural Resource Values	NR1. Restore Imperiled Systems	Build resilience, Reestablish disrupted processes		Degrade	No change	Major improve	No change
	NR2. Stewardship of Priority Taxa	Fed/State T&E, Enabling Legislation, Culturally-valued taxa		Failed	Fair	Excellent	Poor
	NR3. Ecological Function on NPS Working Lands	Sound science practices, Integrated Pest Management		N/A	N/A	N/A	N/A
	NR4. One Health Challenges	Wildlife, Humans, Ecosystems		Poor	Fair	Optimal	Good
Visitor Experience	V1. Use & Access	V1a. Recreation		Major Decrease	Decrease	Major increase	Major Decrease
		V1b. Community groups & Programs		None	Some	Several	Some
		V1c. Under-represented communities		None	Some	Several	Some
	V2. Park Aesthetics			Substantial degrade	Degrade	Substantial improve	No change
	V3. Visitor Safety	Accident reduction, Critical life-saving facilities		Not compliant	Compliant	Compliant	Compliant

	V4. Education & Interpretation	Programs, classes, workshops; Students; Commercial groups; Interpretive moments; Participation rates in interpretive programs	Substantial decrease	Decrease	Substantial increase	Substantial decrease
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VALUE FUNCTION (Translates scores to numeric values)
Illustrative value functions applied to translate metric scores (dropdown menu selections) to numeric values. The value functions are defined on the "Park Purpose Value Functions" tab. Lookup functions are used to populate the "values" table below. **i.e. do not enter numbers in the table below.**

COMBINED SCORES (weighted value function scored combined into a single metric for each alternative) Illustrative weights are used to combine several metrics into a single value for each objective (here maintaining separate numeric values for core functions and for workforce). Illustrative weights are specified on the "Park Purpose Value Function" tab, lookup functions are used to bring the values to column O, and then a weighted additive function combines the several metric values into a single summary. **i.e. do not enter numbers in the table below.** The summary values highlighted in yellow are used to populate the "Summary Results" tab.

***Important note:** The objectives and performance metrics presented here are ready for pilot testing but should not be considered final. Appendix 3 of the main report describes some of the potential changes and future iterations of the evaluation framework will have revised metrics. Cultural Resource Values were updated Jan–Apr 2025 (Reynolds et al. 2026).

Cultural Resource Values	Historic Properties	CR1. Integrity of Historic Properties CR2. Condition of Historic Properties
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Alt1	Alt2	Alt3	Alt4
No upgrades	Light use	Fully upgraded	Strategic withdrawal
0	0	1	0
0	0	1	0

	Alt1	Alt2	Alt3	Alt4
Weights	No upgrades	Light use	Fully upgraded	Strategic withdrawal
0.16	0.14	0.14	0.39	0.14
0.12				

	Museum Collections	CR3. Integrity of Museum Collections	0000				0.16	
		CR4. Condition of Museum Collections	0000				0.12	
	Ethnographic Resources	CR5. Integrity of Ethnographic Resources	0	0	0	0	0.16	
		CR6. Condition of Ethnographic Resources	0	0	0	0	0.12	
	Engaging Tribes, traditionally associated communities, and stakeholders	CR7. Agreement with assessment of potential impacts?	0.90.90.70.9				0.16	

Natural Resource Values	NR1. Restore Imperiled Systems	0.2	0.7	1	0.7	0.25	0.11250.4750.750.4125
	NR2. Stewardship of Priority Taxa	0	0.7	1	0.2	0.25	
	NR3. Ecological Function on NPS Working Lands	0	0	0	0	0.25	
	NR4. One Health Challenges	0.25	0.5	1	0.75	0.25	

Visitor Experience	V1. Use & Access	0	0.25	1	0	0.11	0.0000.2690.9260.241
		0	0.33	0.67	0.33	0.11	
		0	0.33	0.67	0.33	0.11	
	V2. Park Aesthetics	0	0.25	1	0.5	0.33	

	V3. Visitor Safety	
	V4. Education & Interpretation	

0	1	1	1
0	0.25	1	0

flag / logical	
0.33	

Resilience to Coastal Hazards Worksheet Tab

Use this sheet along with the **Scoring Instructions document** to specify your estimates of the impacts of (the outcomes of implementing) each of the investment options you identified on the Potential Solutions tab on the metrics associated with the objectives related to **Resilience to Coastal Hazards**. All questions except asset elevation have drop-down menus with selections corresponding to the metrics as described in the scoring instructions.

This version of the workbook is populated with the hypothetical case study described in the slides in Appendix 1 of Eaton et al. (2024).

			PROPOSED SOLUTIONS (DROPDOWNS HERE)			
			No upgrades	Light use	Fully upgraded	Strategic withdrawal
Asset Condition	R1. Overall condition		Poor	Fair	Good	Resistant
	R2. Materials condition		Resistant	Good	Poor	Fair
Asset Exposure	R3. Storm surge exposure	Asset Elevation (ft)	4	4	12	4
		Sea Surface Elevation Change (ft)	2100 Intermed (3.12-4.76 ft)	2100 Intermed (3.12-4.76 ft)	2100 Intermed (3.12-4.76 ft)	2100 Intermed (3.12-4.76 ft)
	R4. Riverine flood exposure	Protective Engineering	No Protection	Minor (H1-H2)	Extreme (H5)	Extreme (H5)
			No exposure	No exposure	No exposure	No exposure
Landscape Context	R5. Wind exposure		Major exposure	Major exposure	Highly resistant	Minor exposure
	R6. Geomorphic stability		Stable	Stable	Stable	Stable

	R7. Supporting Infrastructure		Poor	Fair	Good	Resistant
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These values are calculated based on the inputs above and are included here for reference	SLR-adjusted Elevation (ft)	0.06	0.06	8.06	0.06
	Inundation exposure level (SLR-adjusted)	Minor (0-4 ft)	Minor (0-4 ft)	Major (4-9 ft)	Minor (0-4 ft)
	Inundation protected against	No Protection	Minor (0-4 ft)	Extreme (0-20 ft)	Extreme (0-20 ft)
	Storm surge exposure	Extreme	High	No exposure	No exposure

		VALUE FUNCTIONS (Translates scores to numeric values)				COMBINED SCORES (weighted value function scores combined into a single metric for each alternative)				
		Illustrative value functions applied to translate metric scores (dropdown menu selections) to numeric values. The value functions are defined on the "Resilience Value Functions" tab. Lookup functions are used to populate the "values" table below. i.e., do not enter numbers in the table below. Note that the three R3 metrics are combined into an overall assessment of "Storm surge exposure" which is listed in row 20, and the value function is defined over those categories of exposure.				Illustrative weights are used to combine several metrics into a single value for each objective (First maintaining separate numeric values for Asset Condition, Asset Exposure, and Landscape Context; and then combining those scores into a single numeric value for Resilience to Coastal Hazards) Illustrative weights are specified on the "Resilience Value Function" tab, lookup functions are used to bring the values to column Q, and then a weighted additive function combines the several metric values into a single summary. i.e., do not enter numbers in the table below. The summary values highlighted in yellow are used to populate the "Summary Results" tab.				
		Alt1	Alt2	Alt3	Alt4		Alt1	Alt2	Alt3	Alt4
		No upgrades	Light use	Fully upgraded	Strategic withdrawal	Weights	No upgrades	Light use	Fully upgraded	Strategic withdrawal
Asset Condition	R1. Overall condition	0.1	0.3	0.7	1	0.5	0.55	0.50	0.40	0.65
	R2. Materials condition	1	0.7	0.1	0.3	0.5				

Asset Exposure	R3. Storm surge exposure	0	0.25	1	1	0.33	0.33	0.42	1.00	0.75
	R4. Riverine flood exposure	1	1	1	1	0.33				
	R5. Wind exposure	0	0	1	0.25	0.33				
Landscape Context	R6. Geomorphic stability	1	1	1	1	0.5	0.65	0.80	0.90	1.00
	R7. Supporting Infrastructure	0.3	0.6	0.8	1	0.5				
						Combining the three values above into a single value for resilience to coastal hazards				
These values are calculated based on the inputs above and are included here for reference						0.33	0.51	0.57	0.77	0.80
						0.33				
						0.33				

Value Function Worksheet Tabs

The spreadsheet includes four additional worksheet tabs for Financial, ParkOp, Park Purpose, and Resilience Value Functions. Content of these worksheets is not included here but is closely connected with the content of the Scoring Instructions—specifically the metrics that are included in the worksheets must match the metrics in the scoring instructions. These metrics populate the drop-down menus on the accompanying green tab. These worksheets further specify "value functions" that translate the scoring metrics into a numeric value where necessary. **Project Evaluators do not edit anything on these worksheets.**