

Community Needs Lists

September 2025



King County

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North Highline/White Center Community Needs List

Legend

Budget ID: Budget identification number. This number is referenced in budget documentation if the budget request is responsive to a request on the community needs list. The middle two digits indicate the year the request was added to the community needs list (CNL). However, budget IDs without a middle number (e.g., NHP.002) correspond to requests added to the CNL in 2022.

Category: The overarching request category. A category may contain multiple requests from community.

Agency: Lead King County Executive Branch department responsible for implementing a solution to the request.

Type: Potential service, Potential program, Potential Capital Improvement Project (Potential CIP) or Standard operations (only if additional funding is needed to meet service level requested by community).

Anticipated Timeline: The anticipated implementation timeline. To Be Determined (TBD, funding needed to develop a plan), Current Biennium, 2027+, Ongoing, or Not Applicable (N/A) because it is not planned.

Priority: Priority is determined by community, King County Council, and informed by County knowledge of community. Low, Medium, or High.

Strengthens Community Vision: Yes, No, Possibly, if County is unaware of a specific community vision, and TBD (to be determined), if an area lacks a subarea plan.

Request: One or more requests from community that fall within the category.

Potential Partners: Potential partner types that could lead or collaborate in developing solution to the requests from community. List of partner types, Not Applicable (N/A), or To Be Determined (TBD).

For source information, please contact the Department of Local Services at AskLocalServices@kingcounty.gov.

BUDGET ID: NHP.002

Category: Affordable housing

Type: Potential program

Priority: Low

Request: Offer affordable housing programs with:

- Home development loans
- Support for lower income homeowners so they can redevelop their own properties if zoned

Potential Partners: CBOs

Lead Department: DCHS

Anticipated Implementation Timeline: 2025+

Strengthens Community Vision: Yes

BUDGET ID: NHP.003

Category: Affordable housing

Type: Potential program

Priority: Low

Request: Provide support for low-income homeowners so they can afford to build accessory dwelling units (ADUs), helping them house community members and gain monthly income.

Potential Partners: CBOs

Lead Department: DCHS

Anticipated Implementation Timeline: 2025+

Strengthens Community Vision: Yes

BUDGET ID: NHP.006

Category: Bike lanes

Lead Department: DLS

Type: Potential CIP

Priority: High

Request: Provide bike lanes in the following areas:

- 108th or 102nd, with lanes separated from cars
- A north-south route to connect to West Seattle and Burien
- At least one north-south street that meets up and crosses Roxbury
- On 26th Ave, a main thoroughfare
- On 4th Ave SW then linking to central White Center business district
- Along 106th/108th St
- Along 8th Ave S and 14th Ave S in Glendale area
- Along Boulevard Park businesses/library
- 26th Ave
- SW Roxbury St
- 15th Ave SW
- 8th Ave SW
- 1st Ave SW
- Des Moines Memorial Dr S

Potential Partners: TBD

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Possibly

BUDGET ID: NHP.25.001

Category: Business districts

Type: Potential program

Priority: Medium

Request: Funding to address vacancies in our business districts, which are making the community unappealing and less visited.

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.002

Category: Business districts

Type: Standard operations

Priority: High

Request: Request additional funds to revitalize Downtown White Center.

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.003

Category: Business incubation

Type: Potential CIP

Priority: Medium

Request: Request funding to support small businesses in our business district, which was devastated by fire and remains in poor condition.

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.004

Category: Childcare

Type: Standard operations

Priority: Medium

Request: Expand free and subsidized preschool programs for middle-income families.

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

Potential Partners: Community organizations

BUDGET ID: NHP.25.005

Category: Code enforcement

Type: Standard operations

Priority: High

Request: Enforce the code at homes and businesses in the White Center area that are storing junk cars, ensuring they clean up these vehicles.

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Possibly

BUDGET ID: NHP.25.006

Category: County park operations & maintenance

Type: Potential CIP

Priority: Low

Request: Increase lighting in North Shorewood Park for safety.

Potential Partners: N/A

Lead Department: DNRP

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.007

Category: Domestic violence services

Type: Potential service

Priority: Low

Request: Provide resources for community members to seek help in case of violence.

Potential Partners: Community organizations

Lead Department: DCHS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.008

Category: Excessive vehicle speed

Type: Potential CIP

Priority: Low

Request: Improve safety/reduce speeding on:

- 28th Ave SW just south of Roxbury
- 1st Ave S between 136th and 108th
- 12 Ave S and S Southern St (South Park)
- SW 106th St between 26th Ave SW and 16th Ave SW

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Possibly

BUDGET ID: NHP.018

Category: Healthy food access

Type: Standard operations

Priority: High

Request:

- Support access to healthy and affordable food choices and restaurants
- Create venues and greater access to healthy food options for Top Hat residents

Potential Partners: CBOs, small grocers, DNRP

Lead Department: PHSKC

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.009

Category: Housing

Type: Standard operations

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Priority: Medium **Strengthens Community Vision:** Yes
Request: Promote multi-family housing development and discourage single-family homes.
Potential Partners: Community organizations

BUDGET ID: NHP.25.010
Category: Other traffic safety **Lead Department:** DLS
Type: Potential CIP **Anticipated Implementation Timeline:** N/A
Priority: High **Strengthens Community Vision:** TBD
Request: Safety is an issue where Roxbury St connects from north to south King County St.
Potential Partners: N/A

BUDGET ID: NHP.026
Category: Parks **Lead Department:** DNRP
Type: Potential CIP **Anticipated Implementation Timeline:** TBD
Priority: Medium **Strengthens Community Vision:** Yes
Request: Add a downtown open space/park/plaza (for events and outdoor dining).
Potential Partners: Private developers, Chamber of Commerce

BUDGET ID: NHP.027
Category: Parks & recreation programming **Lead Department:** DNRP
Type: Potential program **Anticipated Implementation Timeline:** TBD
Priority: Medium **Strengthens Community Vision:** Yes
Request: Increase youth, family, and community recreation program activities.
Potential Partners: Youth and Amateur Sports Grants (i.e. Play Equity Coalition), Targeted Equity Grant Program

BUDGET ID: NHP.25.011
Category: Transit Facilities **Lead Department:** Metro Transit
Type: Potential program **Anticipated Implementation Timeline:** TBD
Priority: Low **Strengthens Community Vision:** TBD
Request: Add a drop-off at SW Roxbury and extend the route to go past Westwood Village and back to the original pick-up location.
Potential Partners: N/A

BUDGET ID: NHP.033
Category: Road drainage **Lead Department:** DLS
Type: Potential CIP **Anticipated Implementation Timeline:** TBD
Priority: Medium **Strengthens Community Vision:** Yes
Request: Fix storm drains to improve drainage.
Potential Partners: TBD

BUDGET ID: NHP.047
Category: Road maintenance **Lead Department:** DLS
Type: Standard operations **Anticipated Implementation Timeline:** Ongoing
Priority: High **Strengthens Community Vision:** Yes
Request:
- Increase the frequency of street cleaning

- Maintenance on sidewalks that go along Roxbury from around 100th to the bottom of the hill at 26th; blackberry bushes on sidewalks, broken glass, and garbage make it unsafe to walk

Potential Partners: TBD

BUDGET ID: NHP.034

Category: Road pavement

Type: Potential CIP

Priority: Medium

Request: Improve road surfaces:

- Pave SW 100th St by North Shorewood (it is rapidly deteriorating in heavy rains)
- On Meyers
- All of Roxbury from 35th Ave to the 1st Ave bridge (2023)

Potential Partners: State; TBD

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.035

Category: Road vegetation

Type: Potential program

Priority: Medium

Request: Plant more street trees:

- More trees on 16th, 102nd, and 108th, and 4th Ave SW
- Plant trees connecting Greenbridge to downtown White Center to encourage foot traffic to shop

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: N/A

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.012

Category: Roadway pedestrian infrastructure & safety

Type: Potential CIP

Priority: Medium

Request: Add extra crosswalks on:

- 4th Ave SW between 116th and 102nd
- 112th where there's a curb cut on the way to the apartment complexes
- SW 106th St between 16th Ave SW and 26th Ave SW
- SW 107th St between 26th Ave SW and 16th Ave SW
- Along SW 107th St

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: N/A

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.013

Category: Senior services

Type: Standard operations

Priority: Medium

Request: Provide additional funding to support establishing a senior center in White Center.

Potential Partners: Community organizations

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: No

BUDGET ID: NHP.036

Category: Sidewalks/Pathways

Type: Potential CIP

Priority: High

Request: Add sidewalks along arterials and on neighborhood streets:

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

- SW 107th St
- 21st Ave SW
- 24th Ave SW
- 28th Ave SW
- 14th Ave S
- 824 South 100 St
- SW 102nd between 1st Ave SW and 4th Ave SW
- 11th Ave SW between SW 108th St and SW 114th St
- Between Roxbury to 107th St and 13th to 26th
- South Elmgrove St/12th Ave S-SW 100th St
- 112th St from 26th St to 10th St (112th St consistently has pedestrians on it, the section between 16th and 24th Pl is especially bad because of the hill)
- 8th Ave S, including between S 96th St up the hill past Park South Apts to four-way at S 112st St and in the one block of undeveloped sidewalks along the street at NB on 8th Ave S at S 100th St
- 18th to the bottom of the street where it ends around 26th
- Occidental between 112th and 114th
- North/south avenues between 1st Ave SW and 4th Ave SW
- From 4th Ave SW to 20th Ave SW in White Center
- From Top Hat down to 116th St
- Along 1st Ave S, including between S 108th St and S 102nd St and where the west side sidewalk ends; 2nd Ave S; adjoining streets; and overall Top Hat area
- All arterial street first
- On east to west streets with hills, specifically SW 98th St and SW 106th St
- Residential streets like 12th, 8th Ave S, and S 100th-103rd
- White Center neighborhood streets
- Glendale and Beverly Park area, walk to Boulevard Park businesses/library
- Connecting the west end of White Center with the commercial core
- Connecting Greenbridge to downtown White Center
- Connecting long blocks in White Center by adding sidewalks and using undeveloped public right of ways
- To get to and from park entrances and roads offset one block from main arterials
- More lighting and sidewalks on side roads off 16th, especially 112th
- Make the sidewalks smoother for those in wheelchairs

Potential Partners: N/A

BUDGET ID: NHP.25.014

Category: Small business funding

Type: Standard operations

Priority: High

Request: Beautify Downtown White Center; clean up vacant buildings, add flowers to street poles, and either renovate or vacate the gas station across from Bartell Drugs.

Potential Partners: N/A

Lead Department: DLS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.015

Category: Small business funding

Type: Potential program

Priority: Medium

Lead Department: DLS

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

Request: Request funding to support small businesses. The business district was devastated by fire and remains in poor condition, with only bars thriving.

Potential Partners: N/A

BUDGET ID: NHP.25.016

Category: Substance abuse prevention

Type: Standard operations

Priority: Low

Request:

- Increase communication efforts about available resources and education
- Provide easy access to reversal drugs like naloxone

Potential Partners: Community organizations

Lead Department: PHSKC

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.048

Category: Workforce development

Type: Standard operations

Priority: Low

Request: Provide language and job training.

Potential Partners: CBOs, WFDC, Foundations

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.017

Category: Youth crime

Type: Potential service

Priority: High

Request: Provide additional support and education for youth and establish more accountability and late-night programs, including those for parents of repeat juvenile offenders.

Potential Partners: N/A

Lead Department: KCSO

Anticipated Implementation Timeline: TBD

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.018

Category: Youth programs & services

Type: Standard operations

Priority: Medium

Request: Provide before and after school programs.

Potential Partners: Community organizations

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

BUDGET ID: NHP.25.019

Category: Youth programs & services

Type: Standard operations

Priority: Medium

Request: Promote youth programs to reach more kids and families.

Potential Partners: Community organizations

Lead Department: DCHS

Anticipated Implementation Timeline: Ongoing

Strengthens Community Vision: Yes

Appendix 1: Community Engagement



North Highline/White Center Community Needs List Community Engagement Appendix

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Introduction

King County Code (KCC) 2.16.055.C.1 requires the Department of Local Services (DLS) to develop 11 individual community needs lists (CNL): one for each of the six rural King County community service areas (CSA) and one for each of the County's five urban potential annexation areas (PAA).^{1,2,3} These 11 CNLs are the list of potential services, programs, facilities, and capital improvements identified by each community. This CNL effort is part of King County's ongoing commitment to help ensure that the voices of residents are heard and considered in local decision-making processes.

The CNLs are updated each biennium and are transmitted concurrently with the Executive Proposed Budget to the King County Council. CNLs are one of many inputs informing King County executive branch departmental budget requests, along with departmental priorities, strategic plans, and priorities of the King County Executive and the King County Council. Because the CNLs list potential services, programs, facilities, and capital improvements identified by community, funding is necessary to implement them. Implementation of CNL requests is dependent on funding allocated in the County's adopted biennial budget.

At the end of 2022, after developing community needs lists for the first time in 2021-2022, DLS worked with community members to co-create and redesign the community needs list development process to achieve "County and community work together" or higher on the Community Engagement Continuum.⁴ At this level "Community and King County share in decision-making to co-create solutions together." Co-creation involves engaging with community members on strategy at the earliest possible moment.⁵ The Co-creation team consisted of representatives from each of the 11 unincorporated King County (UKC) areas, along with seven King County staff members representing executive branch departments. Members of the Co-creation Team are listed in Appendix A.

This team co-created the process steps below to meet the requirements specified in KCC for establishing the CNLs:⁶

- Step 1: Develop a survey that educates as it asks questions.
- Step 2: Engage community organizations (Community Connectors) to promote the survey and support survey respondents in submitting their responses.
- Step 3: Assemble community survey responses (requests) into catalogues.
- Step 4: Share the catalogues with departments for review.
- Step 5: Collaborate with departments to identify unfunded or partially-funded requests from the 2022 CNL.
- Step 6: Collaborate with the Community Service Area Liaisons to prioritize requests.
- Step 7: Collaborate with the Councilmember who represents the area.
- Step 8: Finalize the CNL.
- Step 9: Share the CNL with departments to inform departmental budget requests.
- Step 10: Transmit the CNL to the King County Council for possible adoption.
- Step 11: Share the list of community requests that were not advanced to the CNL with community.

¹ [King County Code 2.16.055.C.1.](#)

² Rural community service areas: Bear Creek/Sammamish, Four Creeks/Tiger Mountain, Greater Maple Valley/Cedar River, SE King County, Snoqualmie Valley/NE King County, and Vashon/Maury Island

³ Urban potential annexation areas: East Federal Way, East Renton Highlands, Fairwood, North Highline, and Skyway/West Hill

⁴ [CommunityEngagementGuideContinuum](#)

⁵ [Community Engagement & Co-Creation - King County, Washington](#)

⁶ [King County Code 2.16.055.C.3.](#)

- Step 12: Monitor the implementation of the CNL and report out to community.

The overall CNL development process was enriched through the strategic application of the Office of Equity, Racial, and Social Justice tools and the active participation of the Co-creation Team and Community Connectors (for members, see Appendix B). These groups brought diverse perspectives to the work, ensuring a comprehensive and inclusive approach to CNL development.

CNL Development Process

Step 1: Develop a survey that educates as it asks questions.

In collaboration with the Co-creation Team, DLS developed multiple goals for the community needs list development process, including educating the public about County functions. The CNL survey was designed to enable participants to explore broad policy areas and detailed sub-topics based on their personal interest. Eight main policy areas were identified in partnership with executive branch departments, ranging from Environment to Youth Services. Sub-topics were refined using previous survey data, departmental input, and community feedback, resulting in 97 categories grouped by policy area. This structure enabled respondents to better understand County services. The full list of policy areas and categories used in the 2023 survey is provided in Appendix C.

Step 2: Engage community organizations (Community Connectors) to promote the survey and support survey respondents in submitting their responses.

In July 2023, DLS launched the new survey and introduced the Community Connectors program to improve awareness and participation, especially among underrepresented groups in unincorporated King County. With \$2,500–\$5,000 grants to support engagement activities, 19 local organizations conducted outreach and promoted the survey. These organizations were selected based on their ability to connect with residents whose voices are not typically represented. DLS provided support through materials, weekly meetings, and event participation (see Appendix D for examples of materials).

Step 3: Assemble community survey responses (requests) into catalogues.

DLS compiled survey responses into catalogues for each area and each department. Each community request was categorized, assigned to a lead department, and organized for review and follow-up. (See Appendix E for DLS task details).

Step 4: Share the catalogues with departments for review.

DLS shared each department catalogue with the corresponding lead department for review. According to the criteria set forth in King County Code 2.16.055.C.3., a request must align with county and subarea plans, fall within an executive branch department's scope, support the community's vision, and have feasible budget, timing, and resource requirements to be eligible for the CNL.⁷ Departments then evaluated their assigned items according to this criteria and the guidance detailed in Appendix F. During this phase, DLS clarified the purpose of community needs lists and reviewed departmental feedback. This process led to iterative refinement of the catalogues.

Step 5: Collaborate with departments to identify unfunded or partially-funded requests from the 2022 CNLs.

⁷ [King County Code 2.16.055.C.3.](#)

DLS collaborated with executive departments to determine which items from the previous CNLs should be transferred to the 2025 CNLs by requesting a status update for each request. Updates consisted of the following categories:

- Funded and completed
- Funded and in progress
- Funded but have not yet been started
- Partially-funded and in progress
- Not funded

Since CNLs are intended to inform development of departmental budget proposals, only unfunded requests and partially-funded requests from the 2022 CNLs were incorporated into the 2025 CNLs, along with new requests identified through the community surveys.

These status updates also link to fulfilling the performance monitoring requirement for the implementation of the CNLs, mandated by King County Code.⁸ The items categorized as “Funded and completed,” “Funded and in progress,” and “Funded but not yet started” were moved to the status update report provided for the North Highline/White Center area.⁹

Step 6: Collaborate with the community service area liaisons to prioritize requests.

CSA liaisons prioritized requests as high, medium, or low, based on their local knowledge and engagement with community members.¹⁰

Step 7: Collaborate with the Councilmember who represents the area.

DLS shared the CNL with Council District Eight staff prior to finalizing it. District Eight staff did not provide any feedback.

Step 8: Finalize the CNL.

To finalize the list, DLS reviewed the CNL, incorporated any final executive branch department edits, and added an identification number for reference during the budget development process.

Step 9: Share the CNL with departments to inform departmental budget requests.

DLS provided the final CNLs to the Office of Performance, Strategy, and Budget (PSB), which then shared them with each department for consideration during their 2026–2027 budget development. Along with other budget development guidance, PSB asked department finance managers to add the CNL identification number to departmental budget requests pertaining to CNL requests.

Step 10: Transmit the CNL to the King County Council for consideration.

The Executive transmitted the North Highline/White Center CNL to the King County Council as part of the 2026–2027 budget transmittal.

⁸ [King County Code 2.16.055.C.3.](#)

⁹ [North Highline/White Center - CNL status update report](#)

¹⁰ CSA liaisons are King County Department of Local Services staff who support unincorporated areas by helping residents navigate King County services and answering their questions. They engage with community members through office hours, community meetings, events, and direct interactions. They address both individual resident concerns and emergent community needs. DLS has one rural community service area liaison and one urban potential annexation area liaison. These two positions are supplemented with DLS Director’s Office staff, specifically the DLS External Relations Manager.

Step 11: Share the list of community requests that were not advanced to CNL with community.

DLS will share the 2025 CNL, along with appendices including requests not advanced to the CNL, with the community after the CNL has been approved by Motion by the King County Council. DLS will post this information to its website and to the CNL engagement hub, where it will replace the previous CNL. Translation of the CNL will be provided upon request.

Step 12: Monitor the implementation of the CNL and report out to community.

DLS provides a yearly update to community and Council on the status of the implementation of the CNLs.¹¹ DLS posts this report to the CNL community engagement hub.¹²

CNL Community Engagement

The King County Council (KCC) directs the Department of Local Services (DLS) to include an appendix with the CNLs that explains how the community engagement conducted during the CNL development process meets the “County engages in dialogue” level, or higher, on the County’s Continuum of Community Engagement. The appendix must also demonstrate the use of language access and equity impact review tools provided by the Office of Equity and Social Justice (OESJ), which was renamed the Office of Equity and Racial and Social Justice in 2020, as required by KCC 2.16.055.C.2.

2. Each community needs list shall:

c. be developed, reviewed, prioritized, amended, adopted and implemented using tools and resources developed by the office of equity and social justice, including, but not limited to, community engagement, language access and equity impact review tools.

The county shall use, at minimum, the "County engages in dialogue" and "County and community work together" levels of engagement as outlined in the office of equity and social justice's Community Engagement Guide for the development, review, amendment, adoption and implementation of the community needs list. The county shall include as an appendix to the community needs list information detailing the community engagement completed during the development of the community needs list and how the community engagement meets the requirements of this subsection C.2.c..¹³

This document is the appendix detailing community engagement undertaken to develop the North Highline/White Center CNL and how it meets the requirements of KCC.

Community engagement related to the CNL occurred in two phases, as the body of work to develop the CNL includes two discrete community engagement tasks per KCC 2.16.055.C.3:

- I. **Compile requests from community:** An initial catalogue shall be compiled that identifies all requests from the community for potential services, programs, facilities, and capital improvements.
- II. **Prioritize community requests:** Review by the CSA liaisons through ongoing community engagement to identify, discuss, and prioritize community needs.¹⁴

¹¹ [KCC 2.16.055.C.3.](#)

¹² [North Highline/White Center - CNL status update report](#)

¹³ [KCC 2.16.055.C.2.](#)

¹⁴ [KCC 2.16.055.C.3.](#)

CNL Engagement Phase I – Promoting the CNL survey and compiling requests.

The purpose of this phase is to engage with community members to gather their requests and better understand community needs. DLS then compiles the requests into a catalogue of community requests, which with further analysis as described above, is refined into the CNL. The engagement phase for this North Highline/White Center CNL took place during November 2022-February 2024.

As described above, DLS collaborated closely with community, and formed a group called the Co-creation Team to review, redevelop, and enhance the process used to develop the 2022 CNLs, which occurred during the COVID-19 pandemic. The Co-creation Team offered insightful recommendations on how to refine the CNL process during six meetings and contributed to the creation of a more relevant, user-friendly, and inclusive survey. Based on the Co-creation Team's input, this new survey aimed to educate the community about the County's work and solicit input on what communities wanted to see on their community needs lists.

Guided by the Co-creation Team's recommendations, DLS crafted and introduced the survey in July 2023. To further raise awareness, foster inclusivity, and boost response rates, DLS initiated the Community Connectors program at the recommendation of the Co-creation Team. The Community Connectors program engaged 19 community leaders, organizations, and nonprofits throughout unincorporated King County to disseminate the survey and organize events to encourage broad community involvement. Each organization received a small grant of \$1,000 to \$2,5000 to help them create materials, fund staff time, or hold events to enhance participation among historically underrepresented groups, including people of color and immigrants. Those holding events received the larger grant amount.

DLS developed and distributed marketing materials on the CNL website for Community Connector program partners to use to boost CNL promotion, including social media post examples, email templates, flyers, QR code business cards, and photographs. Additionally, DLS organized weekly online group meetings so that Community Connectors could discuss engagement strategies, brainstorm ideas for those areas with fewer events or organized engagement opportunities, and share the issues they were facing. Some of the Community Connectors engaged community members in creative ways, meeting then where they were at places such as grocery stores or restaurants. DLS also offered one-on-one sessions with group members to further refine strategies to promote the survey and enhance outreach efforts.

King County's objectives with Community Connectors initiative were twofold:

- Engage residents of unincorporated areas in identifying community needs.
- Advance King County's equity and social justice goals by promoting equal opportunities and outcomes for all, especially targeting people of color, youth, seniors, economically disadvantaged groups, and English as a second language speakers.

DLS also engaged the service of the CSA liaisons to promoting the survey as the CSA liaisons work with the different rural community service areas and urban potential annexation areas. The CSA liaisons promoted the survey at office hours and events in community and at local community-based organization meetings, such as area councils, community development associations, homeowner's associations, etc.

In addition to utilizing the support of the Community Connectors and CSA liaisons, DLS distributed survey information to community members in the following settings in the top languages of each community.

- **At community events:** Engaged with residents at events such as fairs or community meetings, either organized by Community Connectors or organized by other community-based organizations.
- **In high-traffic locations:** Posted flyers in frequently visited community spots, including bulletin boards, grocery stores, and parks.
- **Via targeted mail:**
 - Sent letters with the flyer to more than 600 low-income housing developments, retirement communities, schools, and places of worship asking them to promote the survey and post the survey flyer.
 - Sent postcards promoting the survey to 34,570 unincorporated King County (UKC) households, which is one-third of all UKC households.
- **Through online promotion:** Used DLS social media to promote the survey.
- **In media advertisements:** Placed advertisements in media outlets, particularly ethnic radio and news channels, to reach diverse communities.
- **Sent email bulletin:** Sent an email bulletin to 36,582 UKC email addresses, with an estimated 2,401 email addresses specifically targeting North Highline/White Center area residents.
- **Shared partner promotion:** Shared the survey flyer with over 100 economic partners such as chambers of commerce and economic development organizations.

DLS also provided community members with several ways to submit survey responses to address physical or technological barriers: written ideas through in-person interaction or email and spoken ideas through in-person interaction or telephone. DLS had access to on-demand interpretation and translation services to facilitate all community engagement activities.

Submission options included the following:

- A unique telephone number with voicemail and language interpretation for verbal submissions.
- The asklocalservices@kingcounty.gov email address for written email submissions.
- The survey translated into multiple languages by PublicInput.¹⁵
- A paper survey to address technological barriers.
- DLS and/or Community Connector interaction at events and office hours.

Based on Co-creation Team input, DLS developed and designed a unique website for the survey that provided all the information necessary for residents to review and provide feedback using PublicInput. PublicInput is a community engagement software platform for governments. It provides a simple online interface that community members can use to engage with government at their convenience. King County has an enterprise subscription to this service, which is also used by several other departments. Department project hubs and subsites are featured on the King County Engagement Hub hosted by PublicInput.¹⁶

Each PublicInput website includes a translate button, which allows the user to select from over 100 languages. This translation feature is powered by Google Translate. Google Translate uses a machine learning system that compares texts from a broad range of sources so that the context of the words on

¹⁵ <https://PublicInput.com>

¹⁶ <https://PublicInput.com/kingcounty>

the screen is considered in the translation. Community members had the option to enter their email addresses if they wished to do so.

In total, DLS received 1,552 responses from across unincorporated King County, including 84 from the North Highline/White Center area. After the initial review of the 2023 survey results by departments, DLS met with the Community Connector members in January 2024 to share the results and discuss next steps with them.

During this first community engagement phase, all written CNL outreach materials were geared to provide education about the CNLs and encourage community members to submit requests. Examples of these communication materials are included in Appendix E. See Table 1 for specific outreach efforts.

Table 1: Phase I Written Community Outreach Materials

DATE	Outreach	Outreach Format	Audience
07/17/2023	Develop DLS website to include CNL information and submission options	Website	UKC residents
07/24/2023	Share information about the CNLs and submission options.	Instagram and Facebook post * Instagram Story	4,955 DLS Facebook & 1,562 Instagram followers
07/26/2023	Share information about the CNLs and submission options.	Mailer	35,000 UKC residents (randomly selected 1/3)
07/28/2023	Share information about the CNLs and submission options.	Flyer and email	White Center and Greenbridge Libraries
07/31/2023	Share information about the CNLs and request promotional support.	Email	Over 600 emails sent to UKC nonprofits and religious groups
08/01/2023	Share information about the CNLs and request promotional support.	Mail	Over 200 emails sent to UKC nonprofits and religious groups
08/01/2023	Share information about the CNLs and submission options.	Instagram and Facebook*	4,955 DLS Facebook & 1,562 Instagram followers
08/03/2023	Share information about the CNLs and submission options.	Instagram and Facebook *	4,955 DLS Facebook & 1,562 Instagram followers
08/12/2023	Share information about the CNLs and submission options.	Instagram and Facebook*	4,955 DLS Facebook & 1,562 Instagram followers
08/08/2023	King County Employee Newsletter	Newsletter	King County Employees
08/07/2023	Share information about the CNLs and submission options	Nextdoor	UKC 92,000 users
08/10/2023	Share information about the CNLs and submission options	Seattle Medium ad	Seattle Medium, serves the African American and other underserved communities in the region
08/11/2023	Share information about the CNLs and submission options	Runta News and Facebook ad.	Runta News focuses on issues relevant to the Somali, African, and Muslim communities in the greater

DATE	Outreach	Outreach Format	Audience
			Seattle and Portland Metro area
08/12/2023	Reminder about CNL survey.	Instagram and Facebook post*	4,955 DLS Facebook followers. 1,562 DLS Instagram followers; 10,631 Facebook users.
08/25/2023	Share information about the CNLs and submission options	Community Connector promotion	White Center Food Bank costumers
08/28/2023	Extended deadline reminder: Share information about the CNLs and submission options.	Nextdoor	UKC 92,000 users
08/28/2023	What are your community's priorities?	Email bulletin	36,582 UKC recipients
08/28/2023	Podcast – interview	Northwest News Radio	Radio: STAR 101.5, KVI 570 and NWN 97.7
08/30/2023	Share information about the CNLs and submission options	Community Connector promotion - workshop	White Center Food Bank costumers
08/31/2023	Extended deadline reminder: Share information about the CNLs and submission options.	Instagram and Facebook post*	4,955 DLS Facebook & 1,562 Instagram followers

*Facebook posts can be viewed by going to <https://facebook.com/kingcountylocalservices>

In addition, from July to September 2023, DLS printed and distributed over 10,000 flyers and 2,000 business cards throughout unincorporated King County. These materials were distributed during various events and at libraries, grocery stores, and other locations by King County staff and Community Connectors.

CNL Engagement Phase II–Prioritization

In Phase 2, CSA liaisons prioritized the community requests, utilizing their expertise and experience with North Highline/White Center community members to ensure that each request for this area was prioritized according to the community's needs. Because community input is foundational to the CNL development process, ongoing community engagement was the primary and principal driver used to inform prioritization of every request as high, medium, or low.

Utilization of Office of Equity and Social Justice Tools for CNL Development

The CNL program is an important approach for ensuring that UKC community voices are heard and have an opportunity to inform King County services, programs, and capital improvements for the unincorporated areas of King County. Per KCC 2.16.055.A.3, DLS is responsible for developing and implementing programs and strategies that improve community partnerships and the delivery, responsiveness, and quality of local services.¹⁷ It is also responsible for developing and implementing programs and services to promote successful public engagement and “help all residents of

¹⁷ [KCC 2.16.055.A.3.](#)

unincorporated King County be more knowledgeable of, better served by and heard by King County departments and agencies.”¹⁸

The Office of Equity and Racial and Social Justice (OERSJ) provided tools to guide the development of new initiatives and community engagement efforts because intentional and meaningful community engagement and co-creation are foundational to being pro-equity and anti-racist.^{19,20} The tools developed by OERSJ include the Community Engagement Guide (CEG), which includes the Community Engagement Continuum, the Equity Impact Review (EIR) process, and language access resources.^{21,22,23}

Community Engagement Guide

The Community Engagement Guide includes the Community Engagement Continuum, which provides details, characteristics, and strategies for five levels of community engagement. The Continuum helps King County evaluate which community engagement level is appropriate given factors such as program goals, time constraints, County and community readiness, and capacity and resources.²⁴

Equity Impact Review (EIR) Process

The EIR process helps to ensure that equity impacts are rigorously and holistically considered and advanced in the design and implementation of a proposed plan, policy, program, or capital improvement by providing a checklist of items to consider.²⁵

Language Access Resources

Language access resources include the 2021 Written Translation Manual, Top 10 Language Dashboard, Top Six Language Maps, and King County’s language access requirements. These resources provide the information for determining which languages should be available during community engagement efforts and for creating documents that can easily and clearly be translated.²⁶

As described in the sections below, DLS used these tools to develop and carry out the community engagement plans for the CNL development initiative. A basic requirement for using the tools is understanding the demographics of the initiative’s area and who will be impacted by the initiative.

North Highline/White Center Demographics

As shown in Table 2, North Highline/White Center area, with 65 percent Black, Indigenous, and People of Color (BIPOC), is more diverse than unincorporated King County, which is 32 percent BIPOC. It is more diverse than the County overall (40 percent BIPOC). Close to 20,000 residents live in the North Highline/White Center area, just over eight percent of the UKC population. North Highline/White Center area median household income of \$62,000 is 60 percent of the King County median household income and 76 percent of the UKC median. Fifty percent of North Highline/White Center residents own their home, compared to 56 percent of King County residents.²⁷

¹⁸ [KCC 2.16.055.D.1.](#)

¹⁹ [Community Engagement & Co-Creation](#)

²⁰ [Racism as a Public Health Crisis in King County](#)

²¹ [Community Engagement Guide, Continuum of Community Engagement](#)

²² [Equity Impact Review Process Overview](#)

²³ [Language and Communication Guidance and Resources for County Employees](#)

²⁴ [Community Engagement Guide, Continuum of Community Engagement](#)

²⁵ [Equity Impact Review Process Overview](#)

²⁶ [Language and Communication Guidance and Resources for County Employees](#)

²⁷ U.S. Census Bureau. (2022). 2015-2020 American Community Survey 5-year Estimates.

Table 2: North Highline/White Center Demographics

General Information	King County	Unincorporated Areas	North Highline/White Center
Population	2,225,000	244,000	20,000
Average household size	2.4	2.7	2
Median age	37	36	41
Percent male	50%	50%	47%
Percent female	50%	50%	53%
Percent youth (under 18 years old)	21%	23%	19%
Percent elder (over 65 years old)	14%	16%	17%

Race and Ethnicity	King County	Unincorporated Areas	North Highline/White Center
White	60%	68%	35%
Hispanic or Latinx	10%	9%	26%
Asian	18%	13%	20%
Native Hawaiian Pacific Islander	1%	1%	1%
African American	7%	5%	1%
Native American	0.6%	1%	10%
Two or more races		5%	5%
Limited English-speaking population		5%	13%

Income and Poverty	King County	Unincorporated Areas	North Highline/White Center
Median household income	\$103,000	\$82,000	\$62,000
Households below poverty line	17%	7%	18%

Housing	King County	Unincorporated areas	North Highline/White Center
Owner-occupied households	56%	79%	50%
Renter-occupied households	44%	21%	50%
% Rent-burdened households	34%	47%	59%

Who will be impacted by the CNL?

All members of the CSA community are impacted by the CNL initiative because the services, programs, and facilities that are provided by or influenced by County government affect the environment in which community members live. As such, all members of the community are decision-makers in the CNL process. They provide input on which potential services, programs, and capital improvement projects should be added to the CNL.

The Community Engagement Guide

Throughout the CNL development process, KCC directs the County to use at least the "County engages in dialogue" and "County and community work together" levels on the Community Engagement Continuum in the Community Engagement Guide.²⁸ These levels are the second and third highest levels on the continuum and are shown on Figure 1.²⁹

Figure 1: KCC-specified Levels of Engagement for the CNL Development Process

Levels of Engagement				
County Informs	County Consults	County engages in dialogue	County and community work together	Community directs action
King County initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	King County gathers information from the community to inform county-led interventions	King County engages community members to shape county priorities and plans	Community and King County share in decision-making to co-create solutions together	Community initiates and directs strategy and action with participation and technical assistance from King County
Characteristics of Engagement				
<ul style="list-style-type: none"> Primarily one-way channel of communication One interaction Term-limited to event Addresses immediate need of county and community 	<ul style="list-style-type: none"> Primarily one-way channel of communication One to multiple interactions Short to medium-term Shapes and informs county programs 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term 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

The King County Community Engagement Guide states that:

“As a project develops, the level of community engagement may need to change to meet changing needs and objectives. The level of engagement will depend on various factors, including program goals, time constraints, level of program and community readiness, and capacity and resources. There is no one right level of engagement, but considering the range of engagement and its implications on your work is a key step in promoting community participation and building community trust.”³⁰

DLS formed the Co-creation Team of community members and County staff to evaluate the 2021-2022 CNL development process and propose a new development process. This team redesigned the engagement process after collaborating. This effort aimed to achieve the goal of “County and community work together” on the Continuum of Community Engagement.³¹ Per the guidance identified above, the following factors were considered:

- **Program goals:** The program goal was to develop a CNL that is reflective of an entire community’s needs, particularly those who have historically not been or felt included, such as low-income populations and populations of color.
- **Time constraints:** Community members have busy lives with limited time to participate in King County initiatives.

²⁸ [KCC 2.16.055.C.2.](#)

²⁹ [Community Engagement Guide, Continuum of Community Engagement](#)

³⁰ [Community Engagement Guide, Continuum of Community Engagement](#)

³¹ [Community Engagement Guide, Continuum of Community Engagement](#)

- **Level of program and community readiness:** CNL development is an iterative process repeated every two years. Sharing knowledge is necessary to familiarize community with the CNL development process and the list's purpose.
- **Capacity and resources:** Both community groups and King County departments have limited capacity.

DLS also reviewed the characteristics of engagement for each engagement level as listed on the Community Engagement Continuum, as shown on Figure 2, and compared them to the CNL development process as described above. This was done to verify that DLS was working at the "County and community work together" level of engagement to develop the CNL.³²

Table 3: Characteristics of Engagement of the CNL development process:

Characteristics of engagement	CNL development process
Two-way channel of communication	Communication flows to and from community to prioritize requests.
Multiple interactions	Community members interact with the development process multiple times, from promoting participation, to submitting ideas and prioritizing them.
Medium- to long-term	At a minimum, an updated CNL needs to be submitted to Council every two years, "concurrent with the executive's biennial budget transmittal." ³³
Shapes and informs County programs	CNL is one of many inputs used by departments to inform their budgets.

DLS used many of the corresponding strategies listed on the Continuum of Community Engagement as shown in Figure 2.³⁴ These strategies are described above in the Phase I community engagement sections of this document.

³² [Community Engagement Guide, Continuum of Community Engagement](#)

³³ [KCC 2.16.055.C.5.b.](#)

³⁴ [Community Engagement Guide, Continuum of Community Engagement](#)

Figure 2: Strategies Used to Develop the CNL.

Levels of Engagement				
County Informs	County Consults	County engages in dialogue	County and community work together	Community directs action
King County initiates an effort, coordinates with departments and uses a variety of channels to inform community to take action	King County gathers information from the community to inform county-led interventions	King County engages community members to shape county priorities and plans	Community and King County share in decision-making to co-create solutions together	Community initiates and directs strategy and action with participation and technical assistance from King County
Characteristics of Engagement				
<ul style="list-style-type: none"> Primarily one-way channel of communication One interaction Term-limited to event Addresses immediate need of county and community 	<ul style="list-style-type: none"> Primarily one-way channel of communication One to multiple interactions Short to medium-term Shapes and informs county programs 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term Advancement of solutions to complex problems 	<ul style="list-style-type: none"> Two-way channel of communication Multiple interactions Medium to long-term 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

Equity Impact Review Process

As outlined by OERSJ, the Equity Impact Review (EIR) Process identifies three equity frameworks which should be considered during the development and implementation of a proposed action.^{35,36} These equity frameworks are:

- **Distributional Equity:** Fair and just distribution of benefits and burdens to all parties.
- **Process Equity:** Inclusive, open, and fair process with meaningful opportunities for input.
- **Cross-generational Equity:** Consideration of effects of current actions on future generations.

This brief review seeks to identify, evaluate, and communicate potential impacts – both positive and negative – associated with the community engagement and development of the CNL by DLS and the potential implementation of CNL requests by departments. This review is organized into five phases of analysis, as follows:

- Phase 1: Scope. Identify who will be affected.
- Phase 2: Assess equity and community context.
- Phase 3: Analysis and decision process.
- Phase 4: Implementation. Staying connected with the community.
- Phase 5: Ongoing Learning. Listen, adjust, and co-learn with communities and employees.³⁷

CNL Development EIR Summary

Phase 1: Scope. Identify who will be affected.

All community members seeking services from King County could be affected by the CNL.

Phase 2: Assess equity and community context.

Per the EIR process checklist, community priorities and concerns need to be identified to assess equity and community context. The CNL development process identifies communities' priorities and concerns.

³⁵ [Equity Impact Review Process Overview](#)

³⁶ An action is defined by the EIR Process as “plan/policy/program development, operations modification, capital programs/projects, etc.” [Equity Impact Review Process Overview](#)

³⁷ [Equity Impact Review Process Overview](#)

Each of the determinants of equity are likely to be either directly or indirectly influenced by the development of the CNL. The determinants of equity are:

- | | | |
|------------------------------|--------------------------------|------------------------------|
| -Early Childhood Development | -Parks and Natural Resources | -Neighborhoods |
| -Education | -Built and Natural Environment | -Housing |
| -Jobs and Job Training | -Transportation | -Community and Public Safety |
| -Health and Human Services | -Community Economic | -Law and Justice |
| -Food Systems | Development | |

The development of the CNL impacts these determinants of equity because it identifies the concerns and priorities of community, which is the first step in creating solutions. The extent to which impact on each determinant is realized depends on several factors, such as: available funding resources, timelines for implementation, the scope and location of specific programs and investments, and the community members affected.

Phase 3: Analysis and decision process.

The CNL development process does not identify alternative solutions to community requests, it merely identifies the requests. However, the prioritization of these requests as high, medium, or low is based on community engagement and knowledge. This prioritization is shared with the lead departments and could influence budget requests.

Phase 4: Implement. Are you staying connected with communities and employees?

The CNL is transmitted to Council as part of the 2026-2027 biennial budget transmittal. Once adopted, DLS will share the CNL with community members. The list will be translated per language access requirements and posted on PublicInput and DLS's website and brought to community meetings. The list's location will be communicated through a variety of outreach activities and the engagement platform. DLS will continue to build relationships with community members and engage on an ongoing basis to learn of their needs for potential services, programs, facilities, and capital improvements. The engagement website allows community members to enter requests at any time. DLS continues to promote this feature regularly through social media, at office hours, and at community meetings.

Phase 5: Ongoing Learning. Listen, adjust, and co-learn with communities and employees.

This is the second iteration of the CNL development process, and it was significantly influenced by community through the Co-creation Team and the Community Connectors. DLS will start the development of the next iteration of the CNLs in mid-2026.

The CNL development process takes distributional, process, and cross-generational equity into consideration by:

- Attempting to gather community needs in all areas of UKC, both rural and urban.
- Creating an inclusive, open, and fair process with meaningful opportunities for input; however, more work can always be done to ensure that community members who historically were or felt excluded are welcomed into the process.
- Acknowledging and communicating to community members and King County staff that the CNL is a snapshot in time and thus needs to be updated regularly to give current and future generations an opportunity to make their needs known.

CNL Implementation EIR Summary

Should the County fund solutions to the community-identified needs on the CNL, the County and community will work together to co-create responsive services, programs, facilities, or capital

improvements. The lead department for the funded solution is responsible for using the EIR process during program development and implementation to ensure that distributional equity, process equity, and cross-generational equity are considered in the solution development and implementation process.

In Phase 2 of the EIR process checklist, the community's concerns and needs should be identified to evaluate community context. The CNL will be useful in Phase 2 of the EIR process for funded solutions because it is a readily available lists of community-identified needs.

CNL Language Access Resources

DLS used the language access resources developed by OERSJ to ensure that language translation and interpretation were available during both community engagement phases of the CNL development process.³⁸ The Written Translation Manual, updated in 2021, was referenced to ensure that materials, including website and mailer text, could easily and accurately be translated.³⁹

From tools to outreach materials to meetings, DLS offered translation and interpretation services for the top seven most frequently spoken languages in UKC as identified by the Top 10 Languages Dashboard.⁴⁰ These languages are English, Russian, Vietnamese, Korean, Spanish, Hindi, and Chinese. These languages were selected based on the number of individuals who speak English less than "very well" according to the 2021 American Community Survey data for languages spoken at home in specific urban areas. However, PublicInput includes a "Translate" button, which allows the user to select from over 100 languages, allowing for greater participation across all language groups.

Table 4: 2021 ACS Data: Language Diversity and Population in unincorporated King County

Language	Population
Spanish	4,143
Vietnamese	2,297
Other Asian and Pacific Island languages	1,266
Russian, Polish, or other Slavic languages	1,250
Chinese (incl. Mandarin, Cantonese)	1,153
Other and unspecified languages	1,052
Korean	750
Tagalog (incl. Filipino)	670
Other Indo-European languages	418
Arabic	92
German or other West Germanic languages	18
French, Haitian, or Cajun	11

- Spanish and Vietnamese are the top two languages with the highest number of speakers who have limited English proficiency, with populations of 4,143 and 2,297 respectively.
- The category of Other Asian and Pacific Island languages likely includes Hindi, as suggested by on-the-ground insights, with a population of 1,266.

³⁸ [Language and Communication Guidance and Resources for County Employees](#)

³⁹ [Written Translation Manual](#)

⁴⁰ [Top 10 Languages Dashboard](#)

- Russian is assumed to be the predominant language among the Russian, Polish, or other Slavic languages group, which has 1,250 speakers.
- Chinese languages (including Mandarin and Cantonese) have 1,153 speakers, making it a significant group.
- The remaining languages, Korean and Tagalog (including Filipino), have smaller but notable populations of 750 and 670 respectively, warranting translation services.

These seven languages were chosen based on the need to effectively communicate with and provide services to the largest groups with limited English proficiency in urban areas.

The mailer sent to 34,570 UKC household in Phase I included text in the top seven languages stating, “To request this information in another language or format, email AskLocalServices@kingcounty.gov or call 206 477 3800.” Interpretation services were offered at the meetings and workshops upon request. In the North Highline/White Center area, no additional language interpreters were requested.

Summary & Lessons Learned

The CNL is a snapshot in time of community needs. It is required to be updated, at a minimum, every two years.⁴¹ DLS continues to work with community, the King County Council, King County departments, and other agencies to update, prioritize, and implement the CNL requests.

DLS continues to expand and refine its community engagement efforts with community members in ways that reach those in the community who did not participate in the development of the community needs lists or who may not realize how the community needs list may affect their daily lives. DLS will continue to ask community members to evaluate and reaffirm their priorities with both in-person and digital engagement strategies to maximize participation. This means continuing to look for opportunities to collect and share information such as:

- Partnering with existing community organizations, such as faith-based organizations, that already work with and represent underrepresented community members such as immigrants and limited English proficiency populations.
- Engaging with residents where they already meet to be respectful of their time.
- Working with and in schools to engage students and their families as both often have schedule restrictions that make it hard to engage with the County.
- Considering other places where youth gather to seek input.
- Engaging with seniors at senior living communities to be respectful of their mobility and facility with technology.
- Connecting with disability service providers to reach out to their clients.
- Providing alternative meeting times for those with irregular schedules.
- Compensating participants for their engagement, respecting their time, involvement, and expertise.
- Documenting the number of participants, and if possible, their race and ethnicity to ensure participants represent the demographics of the community.

DLS strives to obtain participant contact and demographic data, through optional demographic surveys, to assess which community members are not being reached through current in-person and online engagement efforts.

⁴¹ [King County Code 2.16.055.C.2.](#)

KCC requires that implementation of the CNL be reviewed and reported on annually.⁴² DLS will gather the updates from agencies and share these reports on the DLS website and the CNL community engagement hub, where community can leave comments.

Moving forward, the CNL process must continue to remain open and transparent, affected communities or neighborhoods must continue to be included in the decision-making, and resources must be directed where needs are the greatest.

⁴² [KCC 2.16.055.C.2.](#)

Community Engagement Appendices

A. Co-creation Team

Name	CSA
Sandy Cobb	Bear Creek Sammamish
Michelle Faltaous	Fairwood
Warren Iverson	Greater Maple Valley
Michael Magnani	Four Creeks
Timothy O'Brien	SE King County
Deborah Salem	East Federal Way
Kimnang Seng	White Center/North Highline
Lauren Silver-Turner	Snoqualmie Valley
Yordanos Teferi	East Renton Plateau
Michael Trahan	Skyway West Hill
David Vogel	Vashon Maury Island
Danielle de Clercq	King County
David Daw	King County
Cyndal Ellenberger	King County
Mo McBroom	King County
John Vander Sluis	King County
John Taylor	King County
Amelia Tjaden	King County

B. Community Connectors

Name	CSA
Hamdi Abdulla	Skyway/West Hill
John Affolter	Vashon/Maury Island
Trapper Bailey	Snoqualmie Valley/ Northeast King County
Sandy Cobb	Sammamish/Bear Creek/Redmond Ridge
Cynthia Edwards	Skyway/West Hill
Noni Ervin	Fairwood
Fin Harmany	Skyway/West Hill
Lis Harmegnies	Fairwood
Steven Hiestler	Greater Maple Valley
Gwendolyn High	East Renton Plateau
Jefferson Rose/Randy Nguyen	White Center/North Highline
Timothy OBrien	SE King County (Enumclaw Plateau)
Shelley Puariea	East Federal Way
Deborah Salem	East Federal Way
Annie Sieger	Fairwood
Lauren Silver-Turner	Snoqualmie Valley/ Northeast King County

C. 2023 CNL Survey Categories by Policy Area

Environment, Farmland, Parks, & Open Spaces (e.g., climate change, wildlife, parks, flood control)

1. County park and trail facilities (e.g., dog parks, trailhead parking, restrooms)
2. County park operations and maintenance (e.g., litter control, trail maintenance, safety)
3. Recreation and community programs (e.g., community centers, programming, park safety)
4. Farming programs (e.g., farm leasing, farmer support, technical assistance with forest health and wildfire prevention, agricultural drainage)
5. Habitat and ecosystems (e.g., open space acquisition, salmon restoration, noxious weeds, habitat restoration)
6. Forestry programs (e.g., wildfire safety, carbon sequestration)
7. Water resource protection (e.g., clean water)
8. Historic preservation (e.g., landmarks, archeological finds, preservation of historic buildings)
9. Parks District
10. Other

Health & Human Services (e.g., mental health, senior services, homelessness)

11. Behavior health/mental health services
12. Developmental disabilities services
13. Domestic violence services
14. Veteran's services
15. Senior services
16. School districts
17. The impact of racism on health (racism as a Public Health crisis)
18. Substance abuse prevention (e.g., opioid overdose prevention and related services)
19. Healthy food access
20. Homelessness (e.g., housing, health)
21. Parent and child health
22. Healthcare access
23. Chronic disease prevention & management (e.g., heart disease, cancer, asthma, diabetes, COPD)
24. Communicable disease prevention (e.g., MRSA, Sexually Transmitted Disease, Shigellosis, Tuberculosis, West Nile Virus, Zika, Pertussis, Rabies, COVID-19)
25. Health information and education
26. Pre-release support/post-release support for individuals held in jail
27. Other

Community, Economic, and Workforce Development and Resources.

28. Community centers
29. Workforce development
30. Small business funding
31. Business incubator/Startup development center
32. Commercial development
33. Farmers markets
34. Other

Housing and Land Use (e.g., affordable housing, growth management act).

- 35. Environmental health and healthy homes (e.g., lead exposure, mold, ventilation)
- 36. Housing (e.g., affordable housing, housing repair)
- 37. Code enforcement
- 38. Permitting services
- 39. Other

Public Transportation & Roads (e.g., bus service, water taxi, sidewalks, bike paths).

- 40. Traffic congestion and flow (e.g., delay, neighborhood cut-through traffic)
- 41. Excessive vehicle speeds
- 42. Roadway lighting (e.g., streetlight)
- 43. Other traffic safety (e.g., intersection & roadway design, signage, traffic, etc.)
- 44. Parking
- 45. Other roadway operation (snow/ice removal, street cleaning, etc.)
- 46. Road surface condition (e.g., pavement and bridge deck condition)
- 47. Roadway drainage and flooding
- 48. Mowing, tree trimming, other road safety-related vegetation management
- 49. Litter, dumping, debris, objects in the road right-of-way
- 50. Other roadway maintenance and preservation
- 51. Roadway pedestrian infrastructure & safety (e.g., crosswalks, sidewalks, rural multi-use shoulders)
- 52. Roadway bike infrastructure & safety (e.g., bike lanes, rural multi-use shoulders)
- 53. Accessibility for people with disabilities (e.g., curb ramps)
- 54. Highways (e.g., State Route 18, I-405, etc.)
- 55. Other road-related issues
- 56. Transit stops and passenger facilities
- 57. Transit service
- 58. Park and ride lots
- 59. Other

Public & Community Safety (e.g., crime, disaster preparation & response, policing).

- 60. Community engagement (e.g., police-community partnership or police-community relations)
- 61. Co-response teams (e.g., funding, staffing, accountability)
- 62. Neighborhood watch programs
- 63. King County Search & Rescue
- 64. King County Sheriff's Office community locations (e.g., district office/storefront)
- 65. Policing priorities (e.g., funding, staffing, accountability)
- 66. Crime & traffic enforcement
- 67. Youth crime
- 68. Noise (e.g., traffic noise, airport noise)
- 69. Animal control services (e.g., licensing, leash laws, adoption, response times)
- 70. Public health emergency response and resiliency (e.g., wildfire smoke, COVID response)
- 71. Gun violence
- 72. Injury prevention
- 73. Emergency management (e.g., ability to respond)
- 74. Emergency & disaster preparedness (e.g., getting yourself ready)
- 75. Climate justice & health
- 76. Extreme weather centers (e.g., warming, cooling, smoke, disaster centers)

77. Other

Youth & Early Childhood Services (e.g., childcare, after school programs).

- 78. Childcare (e.g., subsidy navigation and assistance)
- 79. Early childhood supports
- 80. Education
- 81. Substance abuse: youth (e.g., cannabis, fentanyl)
- 82. Youth programs and services
- 83. School districts
- 84. Other

Other Services, Infrastructure, & Utilities (e.g., digital equity, landfill, illegal dumping, sewer).

- 85. Access to King County services (online, in-person)
- 86. Litter and illegal dumping not on King County property
- 87. Litter, illegal dumping, and vandalism on King County-owned property
- 88. Graffiti not on King County property
- 89. Recycling and composting facilities and services
- 90. Cable companies (internet access)
- 91. Fire districts
- 92. Flood control and stormwater management (e.g., drainage, stormwater, surface water)
- 93. Pollution and hazardous waste (e.g., collection, education)
- 94. Library
- 95. Fireworks (e.g., enforcement)
- 96. Wastewater treatment
- 97. Other

D. Examples of CNL Communication Materials

Example of a Flyer

What do you want for your community?



King County Local Services is asking people who live in unincorporated areas (areas that lie outside city limits) what would make their communities better places to live.

We will work with communities to make a **Community Needs List**—a list of desired services, programs, facilities, and capital improvements—for each area. King County will use these lists to help make budget decisions next year.

To request this information in another format or language, email AskLocalServices@kingcounty.gov or call 206-477-3800.

Para solicitar esta información en Español, envíe un mensaje de correo electrónico a AskLocalServices@kingcounty.gov o llamar al 206-477-3800.

要以其他格式或語言索取此信息, 請致電 206-477-3800 或發送電子郵件至 AskLocalServices@kingcounty.gov.

इस जानकारी को किसी अन्य प्रकार या भाषा में अनुरोध करने के लिए, AskLocalServices@kingcounty.gov पर ईमेल करें या 206-477-3800 पर कॉल करें।

다른 형식이나 언어로 이 정보를 요청하려면 206-477-3800 번으로 문의하거나 AskLocalServices@kingcounty.gov 로 이메일을 보내주시기 바랍니다.

Чтобы запросить эту информацию в другом формате или на другом языке, звоните 206-477-3800 или пишите AskLocalServices@kingcounty.gov.

Để có các thông tin này bằng tiếng Việt, xin gọi số 206-477-3800 hoặc gửi điện thư đến asklocalservices@kingcounty.gov.

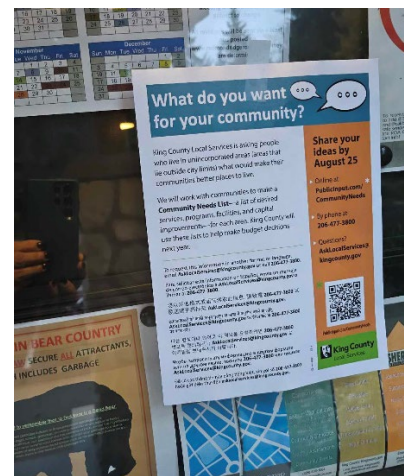
Share your ideas by August 30

- ▶ Online at PublicInput.com/CommunityNeeds *
- ▶ By phone at 206-477-3800
- ▶ Questions? AskLocalServices@kingcounty.gov



PublicInput.com/CommunityNeeds





Example of a Business Card Handout

What do you want for your community?
You know your area best.
Share your ideas for making it a better place to live.



Take the survey:

-  PublicInput.com/CommunityNeeds
-  AskLocalServices@kingcounty.gov
-  206-477-3800



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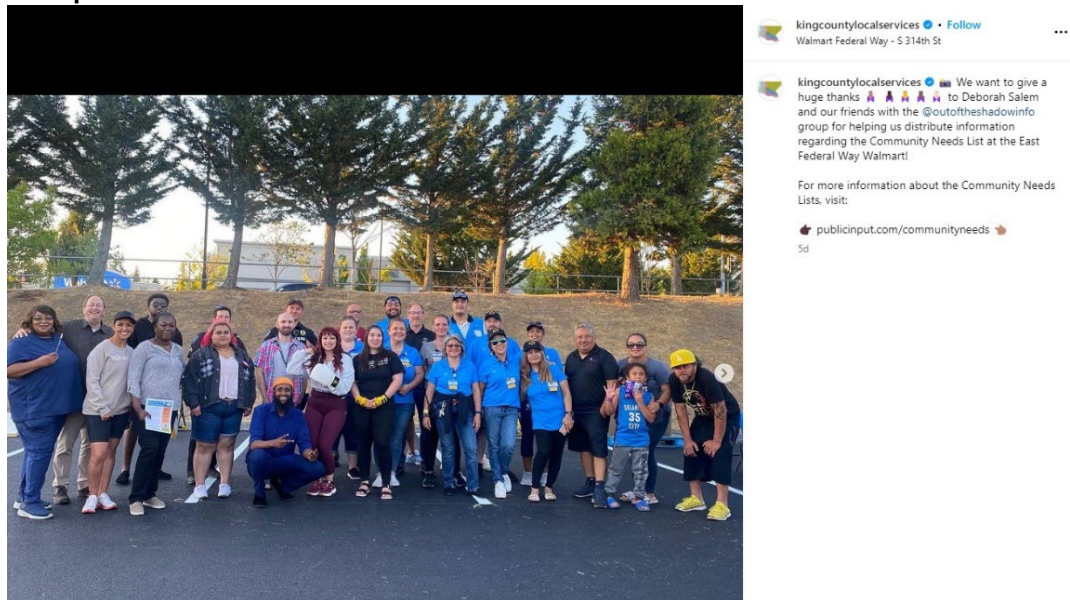
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206-477-3800 पर कॉल करें।

Example of an Instagram Post



Examples of Facebook Posts





King County Local Services - Roads, Permitting, Community Service Areas

August 1, 2023 · 🌐

More #nationalnightout #nno pics! 😊

📷 Gwen High from CARE stands ready with her Community Needs List informational package ready for distribution to her community on the East Renton Plateau! For more information visit: publicinput.com/communityneeds



Examples of Community Connector Event Promotion



E. Catalogue headings and DLS tasks for each request

KCC.2.16.055.C3 details how community needs lists shall be established.⁴³ The table describes the actions taken by DLS to develop the catalogue in alignment with the KCC.

Catalogue Column Title	DLS Task
Area	Import the unincorporated area selected by the survey taker.
Request	Import the text of the community request from the survey.
Community Request Category	- Assign each request to a relevant sub-topic category based on survey options.
Lead Department	Identify and assign the department best suited to lead implementation of the request.
Strengthens Community Vision	Evaluate and indicate whether the request meets or strengthens the community vision and policies established in the proposed subarea plan and King County's guiding principles.

⁴³ [King County Code 2.16.055.C.3.](#)

F. Catalogue headings and lead department review tasks

KCC department reviewers were provided the guidance below in alignment with the CNL development process stipulated in KCC.2.16.055.C3.⁴⁴

Catalogue Column Title	Requested Action/Required Information
Request	Review all entries in this column. Consolidate similar or duplicate requests where appropriate to streamline analysis and reduce redundancy.
Community Request Category	No action needed.
Lead Department	Confirm that the department assigned is the lead agency for the requests. If not, suggest an alternative agency.
In County Scope	Select yes or no to indicate whether the requests fall within the department's scope of work.
Reason out of scope	Explain why these requests are <u>not</u> within the department's scope of work.
Anticipated Implementation Timeline	Enter anticipated timeline if known, otherwise enter TBD or N/A as applicable. <ul style="list-style-type: none"> TBD – A larger planning effort is needed before a specific timeline can be selected. N/A – Even though within scope, a solution is unlikely to be implemented due to feasibility, budget constraints, resource needs, and other barriers to implementation.
Potential Partnerships	Enter potential partners who could help or lead in the development and implementation of solutions to the requests. Be creative and flexible; include other government agencies, nonprofits, etc.
Type of Request	Enter type of request: <ul style="list-style-type: none"> Potential service Potential program Potential capital improvement project Standard operations needing additional funding to meet requested level of service Standard operations <i>not</i> needing additional funding to meet requested level of service Existing capital improvement project Policy Other
Comments	Add department comments such as highlighting next steps, any related or conflicting King County priorities, and specific partnership or collaboration opportunities that build on community's strengths and assets.

⁴⁴ [King County Code 2.16.055.C.3.](#)

Appendix 2: Glossary of Acronyms

ADU – Accessory Dwelling Unit	KCRHA – King County Regional Homelessness Authority
BHRD – Behavioral Health and Recovery Division	KCSO – King County Sheriff’s Office
BIA – Business Improvement Area	LEAD – Law Enforcement Assisted Diversion
BIPOC – Black, Indigenous, and People of Color	NGO – Non-governmental Organization
CBO – Community-Based Organization	PHSKC – Public Health Seattle & King County
CDA – Community Development Association	PSB – Performance, Strategy, and Budget
CDC – Community Development Corporation	PSE – Puget Sound Energy
CDFI – Community Development Financial Institution	PSESD – Puget Sound Educational Service District
CHS – Community Health Services Division	RSD – Road Services Division
CJTC – Criminal Justice Training Center	SBA – Small Business Association
CSA – Community Service Area	SBDC – Washington Small Business Development Center
CSO – Community Service Officer (King County Sheriff’s Office)	SCL – Seattle City Light
CTC – College to Career	SCRC – Skyway Community Resource Center
CYYAD – Children, Youth and Young Adults Division	SODA – Service Our Dog Area
DCHS – Department of Community and Human Services	SR – State Route
DCYF – Washington State Department of Children, Youth & Families	SVT – Snoqualmie Valley Transportation
DLS – Department of Local Services	SWD – Solid Waste Division
DNRP – Department of Natural Resources and Parks	SWH – Skyway-West Hill
DPW – Department of Public Works	SWS – Stormwater Services Section
KCHA – King County Housing Authority	UA – Unincorporated Area
KCLS – King County Library System	UAC – Unincorporated Area Council
KCPAO – King County Prosecuting Attorney’s Office	UKC – Unincorporated King County
	WDFW – Washington Department of Fish and Wildlife
	WFDC – Work Force Development Center
	WLRD – Water and Land Resources Division
	WSDOT – Washington State Department of Transportation

Appendix 3: Performance Measures

The King County Code states that community needs lists shall establish performance metrics to monitor the implementation of items on the community needs lists and the overarching progress towards reaching the 20-year vision established in the subarea plan.¹

To achieve this, the lead executive branch department for each item on the list will provide an annual status update. For capital improvement projects, the lead department will indicate the expected project timeline and the current development phase: planning phase, preliminary design phase, final design phase, implementation phase, closing phase, or land acquisition phase. For programs and services, the lead department will indicate the expected implementation timeline and the program or service phase, such as design phase, request for proposal phase, or implementation phase. These phases will vary depending on whether the work is done by King County or by partner organizations. The Department of Local Services will consolidate these updates into a report for the respective community and Councilmember annually.

The overarching progress towards reaching the 20-year vision established in the subarea plan, for those areas with subarea plans, will be monitored biannually according to the monitoring plan developed for the subarea plan.

DLS is accountable for providing a yearly update to community and Council on the status of the implementation of the CNLs.² DLS last posted the status of the September 2022 CNLs, including that of North Highline/White Center on the new community engagement hub in 2024.³

¹ [King County Code 2.16.055.C.3.](#)

² [KCC 2.16.055.C.3.](#)

³ [North Highline/White Center - CNL status update report](#)