



Human Services Strategic Plan 2024 – 2030

City of Bellevue



Cover Photo

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Table of Contents

Acknowledgements	4
Land Acknowledgement	6
Introduction	9
Key Consideration for Strategic Plan	14
Our Role.....	15
Strategic Objectives	16
Objective 1	17
What We Know	17
Activities.....	19
Objective 2	21
What We Know	21
Activities.....	22
Objective 3	24
What We Know	24
Activities.....	25
Objective 4	26
What We Know	26
Activities.....	27
What Comes Next	28
Appendix A: Workplans	29



Objective 129
Objective 233
Objective 337
Objective 438
Appendix B: City of Bellevue Human Services Funding Sources.....40
Appendix C: Key Terms for Understanding the Plan.....41
Appendix D: 2023 Human Services Funding Analysis44
Appendix E: Sample Funding Dashboard52
Endnotes and Photo Credits.....61



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Land Acknowledgement

The City of Bellevue acknowledges that we are on the Indigenous Land of Coast Salish peoples who have reserved treaty rights to this land including the Duwamish (dx^wdəwʔabš), Suquamish Tribe (dx^wəq^wabs), Muckleshoot Indian Tribe (bəqəlsuʔ) and Snoqualmie Indian Tribe (sduk^walbix^w). We thank these caretakers of this land who have lived, and continue to live here, since time immemorial.



City of Bellevue Parks & Community Services

In the City of Bellevue, Human Services is a division of the Parks & Community Services Department.

Mission

To build a healthy community through an integrated system of exceptional parks, natural areas, recreation, arts and culture and a broad base of community services.

Vision

In Bellevue everyone can connect to each other and to nature through experiences that help them to live, grow and thrive.

Equity: A System of Fairness

Equity acknowledges and removes disparities in opportunities, power, and resources, so everyone can reach their full potential. Bellevue Parks & Community Services practices equity, which is the responsibility of every individual in the department. Equitable access is a right, not a privilege, and is fundamental to our mission of serving all people. Through equitable policies and practices, we cultivate ties that connect people to the fabric of our community.



Photo provided by The Refugee Women's Alliance.



City of Bellevue Human Services

Mission

The work of Bellevue Human Services is to support residents with low and moderate incomes most impacted by systemic inequities, who are disproportionately people of color, immigrants, refugees, people with disabilities, and members of the LGBTQIA2S+ community.

Vision

Bellevue is a community in which each and every member has equitable access and opportunity to meet their essential physical, behavioral health, economic, and social needs; to feel a sense of belonging; and to thrive.



Introduction

Every two years, the City of Bellevue conducts a human services needs update, to gather community perspectives on the current state of human services and unmet human services needs for Bellevue residents. This update incorporates the perspectives of both providers and community members and is intended to guide human services strategy and investment in the City of Bellevue. **In this cycle, the Human Services Needs Update served as a key input to drive a planning process to chart the course of action for the City of Bellevue human services strategies over the next six years.**

In the Spring of 2023, the City of Bellevue engaged Health Management Associates (HMA), a research and consulting firm focused on health and human services, to conduct the needs update and facilitate a strategic planning process, in collaboration with the City and its partners. HMA collected data for the 2023-2024 Needs Update over the course of a three-month period in the summer and fall of 2023. This assessment included community engagement through surveys, focus groups, interviews, service provider network/coalition meetings, and panel presentations to the City of Bellevue Human Services Commission. **More than 1000 community members provided input as part of the 2023-2024 Needs Update; their expertise and experience served as the foundation upon which the report was built.** Additionally, information gathered was considered in the context of publicly available quantitative data on demographic trends within the city and region, along with other relevant city and regional assessments, presentations, and planning documents. Community engagement for this needs update centered the voices of those with lived experience accessing the human services system, along with intersectional identities, including race, disability, sexual orientation, and gender identity.

Several themes emerged in the data that were key inputs to this strategic plan.



Changing Demographics and Meeting Needs in a Culturally Specific Way

Bellevue is growing and changing, reflecting ethnic, racial, socioeconomic, gender and sexual diversity. Community member and provider feedback highlighted the ways that the human services infrastructure has struggled to adapt to the changing needs of the community. Throughout the assessment, the need for increased access to culturally and linguistically specific services was emphasized.

Disproportionate Impact by Race and Language

Needs update data highlighted the different experiences of residents based on their race and language, which impacts well-being in the City of Bellevue and access to human services. Quantitative data on human services needs highlighted growing challenges, particularly for Black, Indigenous, and People of Color (BIPOC) communities. COVID-19 had a disproportionate impact on communities of color and, while the impact of the pandemic lingers for all residents, particularly those of low- and moderate-incomes, disparities by race and ethnicity are significant across housing, health and well-being, food security, and other human services needs.¹

Knowledge of Available Resources

Information gathered through community engagement highlighted a lack of knowledge of available resources and the need for continuing and expanded efforts to help residents understand and connect to resources and support.

Communication, Collaboration, and Convening

Both community members and providers noted communication, collaboration, and convening as a key theme. In particular, residents



Photo provided by King County Sexual Assault Resource Center.

emphasized the desire to partner with the City in the co-design of human services models that meet the needs of their communities, and highlighted the unique role that the City plays in bringing diverse stakeholders together in the service of collaborative efforts to increase the well-being of Bellevue residents. Community perspectives emphasized that representation at decision-making tables is necessary to ensure community voices are heard and individuals highlighted the value of including community members with diverse lived experience and consumers of human services in decision-making.

Growing Challenges for Human Services Providers

The challenges facing human services providers were also evident in the assessment. Community needs are escalating, and agencies are struggling to sustainably meet the demand, due to the decline in COVID-19 related funding, workforce challenges, the need for physical space to provide services, and other strains on their provision of services. Workforce challenges include difficulty hiring and retaining staff, particularly in a high-cost region like East King County. These challenges are being echoed throughout the state and country, along with the significant pay gap between human services/non-profit care fields and employees in other industries.

Cost of Living, Availability of Housing, and Availability of Services

Community members and providers identified service gaps across the human services continuum and related areas. Affordable housing and cost of living were cited as the most common concerns across community focus groups, contributing to human services needs. Approximately half (49%) of community survey respondents reported being able to access a human services provider when a need was identified. Only 43% reported that they were able to access services with an organization that supported their language and cultural needs. Some community members noted frustration about only being able to access services that meet their needs outside of the City of Bellevue.



Collectively the assessment presents a picture of a human services infrastructure with significant need, both strengths and challenges, and significant opportunity.

Each of these themes is described in greater detail in the 2023-2024 Human Services Needs Update.



Photo provided by King County Sexual Assault Resource Center.

Culturally and Linguistically Specific Services

Services that are designed for a particular linguistic or cultural community and delivered by individuals from that community.

Disparities

One group is systematically faring worse than another for reasons that are not due to the group's needs, eligibility, or preferences.

Disability

Disability, according to the social model, is a condition that arises when the physical, sensory, cognitive, or psychological differences of an individual interact with societal structures, norms, and environments that are not designed for their inclusion or success. It emphasizes that disability is not solely a consequence of a person's condition. It is shaped by individuals and systems that place value on people's bodies and minds based on societally constructed ideas of normalcy, intelligence and excellence and is also shaped by the extent to which society removes or constructs barriers, promotes or denies inclusion, and fosters or denies equal opportunities for those with disabilities.

Human Services Continuum

A spectrum of services meeting the essential needs of low- and moderate-income households, providing them with the equitable opportunity to grow and thrive.

Key Consideration for Strategic Plan

The plan presented here was informed by the 2023-2024 Needs Update, perspectives from City stakeholders, and a strategic planning process with the City human services team and other City partners. While comprehensive in guiding strategy over the next six years, the plan was designed with the following key question as a focal point:

Given the upcoming end of COVID-19 funding and given the increase in the community's human services needs, what can we do differently with available resources to best address community need and make equitable investments in the human services system?



Photo by Michael B. Maine, provided by Solid Ground.



Our Role

We identify the most significant human services needs and disparities in the City of Bellevue, invest in the basic building blocks of the community, and advance equitable outcomes for all through:

- Educating, facilitating, and collaborating with internal and external stakeholders to increase understanding and to build the capacity of Bellevue’s human services system to meet the needs of residents most impacted by systemic inequities.
- Planning and providing funding to catalyze efforts to bridge gaps and improve equitable access to human services.

Strategic Objectives

1. Expand equity-focused and data-driven decision-making that best addresses the most significant community needs, prioritizing investments in the areas of greatest disparities for Bellevue residents.
2. Increase the capacity of Bellevue's human services system by providing equitable access to human services funding opportunities, to support organizations in meeting the needs of and reducing disparities among Bellevue's most marginalized residents.
3. Expand access for Bellevue residents to culturally and linguistically specific human services.
4. Increase key stakeholders' awareness regarding the City's human service needs, including disparities by community, and serve as a catalyst to collaboratively address those needs.



Photo provided by AmPowering.

Objective 1

Expand equity-focused and data-driven decision-making that best addresses the most significant community needs, prioritizing investments in the areas of greatest disparities for Bellevue residents.

What We Know

Across the human services sector, the level of unmet need is increasing. In the 2023-2024 Human Services Needs Update, data from multiple sources, including the input provided by community members and providers, further described the impact this is having on the Bellevue community. As one snapshot, the percentage of Bellevue residents that are severely cost burdened by rent has risen significantly from 15.4% in 2019 (representing 22,803 residents)² to 18.2% in 2022 (representing 27,960 residents). Bellevue residents accessing Supplemental Nutrition Assistance Program (SNAP) benefits increased in 2021, after a 5-year period of decline prior to the COVID pandemic.³ Similar increases can be tracked across other human services needs, highlighting the urgency to adapt approaches, to effectively address the current landscape. As a result, funders are being challenged to re-evaluate and adjust historical practices to respond to increasing demand.

At the same time, the urgency to evolve current approaches to more effectively address systemic inequities that lead to disparities in human services needs is growing. In the 2023-2024 Human Services Needs Update, community members noted Bellevue's growth and diversification, highlighting that the human services system has struggled to adapt to the changing needs of the community. City stakeholders echoed the trends apparent in the Needs Update, and emphasized the need to define a new approach to allocating funds, given increased human services needs amidst the end of COVID-19 funding. Community members specifically noted the value of supporting



organizations led by the communities they serve and the need for increased access to culturally and linguistically specific services.

Between 2000 and 2022, the percentage of Bellevue residents identifying as Black, Indigenous, People of Color (BIPOC) more than doubled and the percentage of residents born outside the US grew at a similar pace (growing from 25% to 43% over that same time period).⁴ Nearly 50% of Bellevue residents speak a language other than English at home and 15.6% have limited English proficiency.⁵ The different experiences of residents based on their race and language and the corresponding impacts on well-being and access to human services in the city of Bellevue was evident across qualitative and quantitative Needs Update data, with significant disparities by race and ethnicity across housing, health and well-being, food security, and other human services needs. With respect to the examples of housing and food security discussed above, non-Hispanic Black, Asian American Pacific Islander (AAPI), and Hispanic Latino households are more housing cost burdened than their White counterparts.⁶ Non-Hispanic Black residents are receiving SNAP benefits at a rate that is nearly five times greater than their non-Hispanic White counterparts.⁷ Both Pacific Islander/Native Hawaiian and Hispanic Latino residents also receive SNAP benefits at a higher rate than the population overall, indicating significant food needs.

Additionally, community members expressed a desire for ongoing co-creation of human services that meet the needs of communities, particularly those furthest from opportunity. Community perspectives emphasized that representation at decision-making tables is necessary to ensure community voices are heard and individuals highlighted the value of including community members with diverse lived experience and consumers of human services in decision-making. The City expressed value in continuing to advance equity-centered funding processes and strategies. City stakeholders also highlighted the need for measuring and demonstrating the impact of investments to better understand the connection to the community for services provided.



Activities

1.1 Conduct data-driven assessments, including both community voice and quantitative data, to identify the specific needs and disparities experienced by different population groups within Bellevue.

1.2 Utilize these assessments to adopt funding priorities that shift funding recommendations to address the most significant disparities.

1.3 Continue to implement a training program for all stakeholders involved in the application review process.

1.4 Develop a standardized rubric for evaluating funding applications to include the following:

- The Commission's adopted funding priorities
- Joint proposals that incorporate collaborative efforts to solve complex systemic issues
- The capacity to provide culturally and or linguistically specific human services
- The provision of services that fill service gaps for the most marginalized communities
- Scoring criteria and scoring system

1.5. Create a process for application review that includes a diverse panel of community members and allows for reviewers to provide qualitative feedback in addition to numerical scores.

1.6 Analyze funding recommendations and allocations by disaggregated data and recommend adjustments for future processes to improve equitable distribution of funds.

1.7 Publish a reporting dashboard to monitor stewardship of city resources and excellent services to Bellevue residents.



Culturally and Linguistically Specific Services

Services that are designed for a particular linguistic or cultural community and delivered by individuals from that community.

Disparities

One group is systematically faring worse than another for reasons that are not due to the group's needs, eligibility, or preferences.

Equity

Each person has the resources and services to thrive, such that disparities are eliminated, and outcomes improve for all. Simply put, in an equitable society, one's identities (race, gender, disability, etc.) are not accurate predictors of an individual's future outcomes. Different from equality, equity accounts for the unique identities, circumstances, and histories of different people as well as different experiences with institutions and systems.

Objective 2

Increase the capacity of Bellevue’s human services system by providing equitable access to human services funding opportunities, to support organizations in meeting the needs of and reducing disparities among Bellevue’s most marginalized residents.

What We Know

As the human services system responds to increasing and changing needs, there is an acknowledgement that the well-being and breadth of the human services infrastructure directly impacts the well-being of communities. This acknowledgement comes at a time when community needs are escalating and agencies are struggling to sustainably meet the demand, due to the decline in COVID-19 related funding, workforce challenges, and other strains on their provision of services. A recent wage equity analysis by the University of Washington found that employees in the human services sector make approximately 30% less than employees in other fields with comparable skills and responsibilities.⁸ Relatedly, the 2023 King County Nonprofit Wage and Benefits Survey report found that 71% of the nonprofit workforce surveyed were considering leaving their current position due to pay.⁹ These economics present significant short- and long-term challenges to the human services infrastructure in Bellevue and beyond.

In response to this, best practices are emerging to support agency sustainability and create effective strategies to build the capacity of the human services infrastructure. The challenges agencies are facing were reflected in the provider input from the Needs Update and feedback from City stakeholders, who cited the role that the City can play in creating a “level playing field” by clarifying requirements and providing training and technical assistance, particularly to support agencies who have not previously



accessed this funding. City stakeholders value the technical support that the City offers to agencies, to increase access to human services funding. The value of capacity building was a theme in the City perspectives shared, including supporting the development of the internal resources of agencies and expanding services to the community by funding new agencies that are responsive to Bellevue's increasing diversity. Additionally, City stakeholders emphasized the role of the City in supporting a healthy human services infrastructure, comprised of organizations with sustainable levels of funding for their operations, to ensure residents have access to the continuum of needed support.

City stakeholders expressed how critical agency partners are to improving the well-being of Bellevue residents and the value in partnering with agencies and community members to understand and best address human services needs.

Activities

2.1 Continue to expand outreach to community-based organizations to provide information about the availability and process of applying for human services funding.

2.2 Promote access to funding opportunities for organizations that may not have the infrastructure or experience with similar application processes.

2.3 Continue to provide information and resources to support new and less experienced providers in the funding application and contracting process.

2.4 In order to sustain the human services continuum, adopt the best practice of a standardized 20% for indirect/administrative costs in contracts with City funds.



Key Terms: Objective 2

Capacity Building

A broad set of activities designed to increase the capability and expansiveness of the human services infrastructure to respond to community needs. This could include investing in agencies or programs not previously funded, initiatives to create sustainability within organizations, and technical assistance to increase an organization's ability to deliver on their mission.

Human Services Continuum

A spectrum of services meeting the essential needs of low- and moderate-income households, providing them with the equitable opportunity to grow and thrive.

Indirect/Administrative Costs

Costs that are connected to shared objectives of an organization that are not tied with a particular grant activity but are essential to an organization's functioning. Examples include rent and other facility expenses and human resources or finance functions that provide support across an organization. Fundraising expenses are not allowable expenses for human services contracts.



Objective 3

Expand access for Bellevue residents to culturally and linguistically specific human services.

What We Know

As Bellevue, along with other communities throughout the region, grows and diversifies, funders are presented with opportunities to adapt their approaches to address shifting need, particularly the disparity in human services needs created by systemic inequities. In the 2023-2024 Human Services Needs Update, many community members noted Bellevue's diversification and the challenges in adapting the human services system to meet changing community needs. Community members and providers specifically noted the need for increased access to culturally and linguistically specific services. City stakeholders also noted the value of trusted community messengers in providing effective and relevant human services. They have highlighted the need for human services investments that acknowledge and address racism as a public health issue, due to systemic inequities impacting marginalized communities.

As noted in Objective 1, the percentage of Bellevue residents identifying as Black, Indigenous, People of Color (BIPOC) more than doubled since 2000 and the percentage of residents born outside the US grew at a similar pace.¹⁰ Nearly 50% (49.6%) of Bellevue residents speak a language other than English and 15.6% have limited English proficiency.¹¹ Both provider and community perspectives suggest that neither the human services infrastructure nor human services investments have kept pace with Bellevue's changing demographics. This theme was particularly prevalent in discussions with Black, Indigenous, People of Color (BIPOC) community members, including immigrant and refugee communities, who emphasized that there are a lack of resources and human services providers who meet their language and cultural needs.



When speaking about finding needed resources amidst language challenges, one community member noted,

“When you are dependent on your child to speak for you and your child is in school, your only access is through leaders that you trust.”

Another BIPOC community member expressed that, when they need additional support, they want to be able to turn to, “Someone who speaks my language, someone with relevant lived experience.” Another noted that they want support from “someone who is going to identify with [their] culture” and that this is often hard to find. City stakeholder perspective complements this feedback, in acknowledging the City has a role in expanding service to the community by funding trusted messengers and new agencies that are responsive to Bellevue’s increasing diversity.

Activities

3.1 Regularly identify service gaps by cultural and linguistic community and incorporate gaps into priorities for that funding cycle.

3.2 Set targets in each funding cycle for the allocation of funds for culturally and linguistically specific services to meet the needs of Bellevue’s increasingly diverse community.

Key Terms: Objective 3

Culturally and Linguistically Specific Services

Services that are designed for a particular linguistic or cultural community and delivered by individuals from that community.



Objective 4

Increase key stakeholders' awareness regarding the City's human service needs, including disparities by community, and serve as a catalyst to collaboratively address those needs.

What We Know

As the City of Bellevue grows and its demographics shift, there is a need to build increased understanding amongst key stakeholders regarding Bellevue's human services needs, with the goal of developing collaborative responses that improve community well-being. In the 2023-2024 Human Services Needs Update, community members emphasized the importance of collaboration, both among service providers and also between the City, service providers, and other stakeholders. In several conversations, community members reflected on the role that the City can play in facilitating collaboration and in being nimble in responding to needs that organizations identify. Similarly, City stakeholders identified the need to expand the capacity of the human services system in Bellevue to respond to the City's changing human services needs, highlighting the value of strategies that will increase investment into the system and demonstrate the impact of investment on community needs. Finally, providers noted that additional sustainable funding is essential as access to COVID-19 funding decreases, emphasizing that new funding and partnership approaches will be critical to support needed service expansion.



Activities

4.1 Increase outreach to corporate, community, and internal stakeholders to increase awareness of the needs of Bellevue's most marginalized residents.

4.2 Support provider forums focused on human services gaps and invite stakeholder participation to gain firsthand insights into challenges.

4.3 Facilitate opportunities for stakeholders to respond directly to the human services needs of Bellevue's residents and the human services agencies that serve them (i.e. financial investments, in-kind donations of goods or space, etc.).

Key Terms: Objective 4

Disparities

One group is systematically faring worse than another for reasons that are not due to the group's needs, eligibility, or preferences.



What Comes Next

The 2024-2026 workplan for each strategic objective can be found in Appendix A. Opportunities for yearly progress, reflection, and analysis to guide continuous improvement are built into the activities for each objective, as relevant. Additionally, the workplan identifies the incorporation of future biennial Needs Update findings as a mechanism for ongoing adaptation to community input and changing needs. Work plans for 2027-2029 will be developed in the latter part of 2026 and designed to further advance the activities and objectives laid out in this strategic plan.



Photo provided by the Chinese Information and Service Center (CISC).

Appendix A: Workplans

Objective 1

Expand equity-focused and data-driven decision-making that best addresses the most significant community needs, prioritizing investments in the areas of greatest disparities for Bellevue residents.

2024	2025	2026
<p>Conduct data-driven assessments, including both community voice and quantitative data, to identify the specific needs and disparities experienced by different population groups within Bellevue.</p>		
<p>Facilitate panels to the Human Services Commission focused on the needs of different population groups.</p> <p>Participate in community dialogues about community and agency needs.</p> <p>Facilitate a minimum of two public hearings annually to gather community input.</p>	<p>Facilitate panels to the Human Services Commission focused on the needs of different population groups.</p> <p>Participate in community dialogues about community and agency needs.</p> <p>Conduct the Human Services Needs Update with an emphasis on hearing the voices of those who most access the human services system.</p> <p>Facilitate a minimum of two public hearings annually to gather community input.</p>	<p>Facilitate panels to the Human Services Commission focused on the needs of different population groups.</p> <p>Participate in community dialogues about community and agency needs.</p> <p>Facilitate a minimum of two public hearings annually to gather community input.</p>



2024	2025	2026
<p>Utilize these assessments to adopt funding priorities that shift funding recommendations to address the most significant disparities.</p>		
<p>Support the Human Services Commission with the adoption and implementation of funding priorities.</p> <p>Use these adopted funding priorities to shift recommendations to address the most significant disparities.</p>	<p>Analyze funding allocations to determine effectiveness of investments in addressing funding priorities and present analysis to Human Services Commission.</p>	<p>Support the Human Services Commission with the adoption and implementation of funding priorities.</p> <p>Use these adopted funding priorities to shift recommendations to address the most significant disparities.</p>
<p>Continue to implement a training program for all stakeholders involved in the application review process.</p>		
<p>Update and deliver training on equity in funding to everyone involved in the funding process, including staff, Commissioners, and other community members.</p>	<p>Update and deliver training to deepen understanding of equity and human services.</p>	<p>Update and deliver training on equity in funding to everyone involved in the funding process, including staff, Commissioners, and other community members.</p>



2024	2025	2026
<p>Develop a standardized rubric for evaluating funding applications to include the following:</p> <ul style="list-style-type: none"> • The Commission's adopted funding priorities • Joint proposals that incorporate collaborative efforts to solve complex systemic issues • The capacity to provide culturally and or linguistically specific human services • The provision of services that fill service gaps for the most marginalized communities • Scoring criteria and scoring system. 		
<p>Develop standardized rubric.</p> <p>Support the Human Services Commission in adopting the rubric.</p> <p>Implement the rubric in the evaluation of funding applications.</p>	<p>Review the equity data analysis and adjust the scoring rubric to further strategic objectives for the 2026 funding cycle.</p>	<p>Support the Human Services Commission in adopting the updated rubric.</p> <p>Implement the rubric in the evaluation of funding applications.</p>
<p>Create a process for application review that includes a diverse panel of community members and allows for reviewers to provide qualitative feedback in addition to numerical scores.</p>		
<p>Develop process to include community members from marginalized communities in the application review process.</p> <p>Implement review process including these community members.</p>	<p>Evaluate process and adjust for the next funding cycle.</p>	<p>Implement updated process to include community members from marginalized communities in the application review process.</p> <p>Implement review process including these community members.</p>



2024	2025	2026
<p>Analyze funding recommendations and allocations by disaggregated data and recommend adjustments for future processes to improve equitable distribution of funds.</p>		
<p>Prepare and present disaggregated data analysis on funding to the Human Services Commission, including analysis of:</p> <ul style="list-style-type: none"> • Staff framework • Human Services Commission funding recommendations • Funding allocations. 	<p>Review funding with lens of disaggregated data and make adjustments to future processes to increase equitable funding allocations.</p> <p>Update and present disaggregated data analysis on funding, including 2025 Community Development Block Grant data, to the Human Services Commission, including analysis of:</p> <ul style="list-style-type: none"> • Staff framework • Human Services Commission funding recommendations • Funding allocations 	<p>Prepare and present disaggregated data analysis on funding to the Human Services Commission, including analysis of:</p> <ul style="list-style-type: none"> • Staff framework • Human Services Commission funding recommendations • Funding allocations.
<p>Publish a reporting dashboard to monitor stewardship of city resources and excellent services to Bellevue residents.</p>		
<p>Work with internal stakeholders to determine the best path for publishing the reporting dashboard.</p> <p>Complete and publish a 2023 reporting dashboard.</p>	<p>Complete and publish a 2024 reporting dashboard.</p>	<p>Complete and publish a 2025 reporting dashboard.</p>



Objective 2

Increase the capacity of Bellevue’s human services system by providing equitable access to human services funding opportunities, to support organizations in meeting the needs of and reducing disparities among Bellevue’s most marginalized residents.

2024	2025	2026
<p>Continue to expand outreach to community-based organizations to provide information about the availability and process of applying for human services funding.</p>		
<p>Inventory current outreach and community engagement as part of landscape scan to identify existing gaps.</p> <p>Implement strategies to address the gaps, including intentional outreach to community-based organizations serving the most marginalized residents.</p> <p>Track and evaluate outreach efforts.</p>	<p>Inventory current outreach and community engagement as part of landscape scan to identify existing gaps.</p> <p>Implement strategies to address the gaps, including intentional outreach to community-based organizations serving the most marginalized residents.</p> <p>Track and evaluate outreach efforts.</p>	<p>Inventory current outreach and community engagement as part of landscape scan to identify existing gaps.</p> <p>Implement strategies to address the gaps, including intentional outreach to community-based organizations serving the most marginalized residents.</p> <p>Track and evaluate outreach efforts.</p>



2024	2025	2026
<p>Promote access to funding opportunities for organizations that may not have the infrastructure or experience with similar application processes.</p>		
<p>Continue participating in funding workshops for agencies, including first time applicants as needed.</p> <p>Continuously review application and contracting processes with other cities to identify and remove barriers when possible.</p>	<p>Continue participating in funding workshops for agencies, including first time applicants as needed.</p> <p>Explore various avenues for additional funding trainings, to increase opportunities to reach a broader audience.</p>	<p>Continue participating in funding workshops for agencies, including first time applicants as needed.</p> <p>Continuously review application and contracting processes with other cities to identify and remove barriers when possible.</p>



2024	2025	2026
<p>Continue to provide information and resources to support new and less experienced providers in the funding application and contracting process.</p>		
<p>Translate, publish, and widely distribute Requests for Proposals.</p> <p>Accept funding applications and reporting materials in any language.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the application process.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the contracting process, such as reimbursement assistance, data collection, and reporting.</p> <p>Build a “library” of resources to support agencies.</p>	<p>Translate, publish, and widely distribute Requests for Proposals.</p> <p>Accept funding applications and reporting materials in any language.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the application process.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the contracting process, such as reimbursement assistance, data collection, and reporting.</p> <p>Build a “library” of resources to support agencies.</p>	<p>Translate, publish, and widely distribute Requests for Proposals.</p> <p>Accept funding applications and reporting materials in any language.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the application process.</p> <p>Provide 1-1 technical assistance to agencies as needed throughout the contracting process, such as reimbursement assistance, data collection, and reporting.</p> <p>Build a “library” of resources to support agencies.</p>



2024	2025	2026
<p>In order to sustain the human services continuum, adopt the best practice of a standardized 20% for indirect/administrative costs in contracts with city funds.</p>		
<p>Provide staff analysis and monitoring on agency allocation of costs to administrative line item.</p> <p>Explore raising the funding minimum.</p>	<p>Evaluate impacts of any changes made and make recommendations for adjustments.</p> <p>Provide staff analysis and monitoring on agency allocation of costs to administrative line item.</p>	<p>Provide staff analysis and monitoring on agency allocation of costs to administrative line item.</p>



Objective 3

Expand access for Bellevue residents to culturally and linguistically specific human services.

2024	2025	2026
<p>Regularly identify service gaps by cultural and linguistic community and incorporate gaps into priorities for each funding cycle.</p>		
<p>Support the Human Services Commission in adopting priorities that address these gaps.</p>	<p>When conducting the Human Services Needs Update, ensure data is gathered that identifies these gaps where they exist.</p>	<p>Support the Human Services Commission in adopting priorities that address these gaps.</p>
<p>Set targets in each funding cycle for the allocation of funds for culturally and linguistically specific services to meet the needs of Bellevue’s increasingly diverse community.</p>		
<p>Staff provide a funding framework, based on data collected, that identifies these targets to Human Services Commission for allocation of funds.</p> <p>Support the Human Services Commission adoption and implementation of funding targets.</p>	<p>Collect data to inform funding targets for 2026.</p>	<p>Staff provide a funding framework, based on data collected, that identifies these targets to Human Services Commission for allocation of funds.</p> <p>Support the Human Services Commission adoption and implementation of funding targets.</p>



Objective 4

Increase key stakeholders’ awareness regarding the City’s human service needs, including disparities by community, and serve as a catalyst to collaboratively address those needs.

2024	2025	2026
<p>Increase outreach to corporate, community, and internal stakeholders to increase awareness of the needs of Bellevue’s most marginalized residents.</p>		
<p>Partner with Economic Development to identify corporate stakeholders and opportunities for outreach in existing forums.</p> <p>Present the Human Services Needs Update to community groups and internal partners.</p>	<p>Partner with Economic Development to identify corporate stakeholders and opportunities for outreach in existing forums.</p> <p>Present the Human Services Needs Update to community groups and internal partners.</p>	<p>Partner with Economic Development to identify corporate stakeholders and opportunities for outreach in existing forums.</p> <p>Present the Human Services Needs Update to community groups and internal partners.</p>
<p>Support provider forums focused on human services gaps and invite stakeholder participation to gain firsthand insights into challenges.</p>		
<p>Inform, participate, and promote provider forums with convening agencies.</p> <p>Invite stakeholders to increase understanding and learning directly from agencies.</p>	<p>Inform, participate, and promote provider forums with convening agencies.</p> <p>Invite stakeholders to increase understanding and learning directly from agencies.</p>	<p>Inform, participate, and promote provider forums with convening agencies.</p> <p>Invite stakeholders to increase understanding and learning directly from agencies.</p>



2024	2025	2026
<p>Facilitate opportunities for stakeholders to respond directly to the human services needs of Bellevue’s residents and the human services agencies that serve them.</p>		
<p>Respond to any stakeholders’ requests by providing information and connections.</p>	<p>Respond to any stakeholders’ requests by providing information and connections.</p>	<p>Respond to any stakeholders’ requests by providing information and connections.</p>



Appendix B: City of Bellevue Human Services Funding Sources

Human Services Fund

Funds are allocated from the City of Bellevue's General Fund; the amount of the Human Services Fund is determined by City Council as part of the City's regular biennial budget process. The Human Services Fund typically grows by estimated increases in inflation and population growth.

- \$4.8m allocated in 2023.
- Funds can be used to support the entire human services continuum.

Housing Stability Program (1590) Behavioral Health and Housing Related Services

The Housing Stability Program is funded by one-tenth of a percent sales tax. 15% of the annual revenues are designated by City Council to support behavioral health and housing-related services in the community.

- \$1.75m allocated in 2023.
- Housing Stability Funds cannot supplant existing funding to behavioral health and housing-related services.

Community Development Block Grant

Funds from the federal Department of Housing and Urban Development (HUD) for housing and community development activities that meet a National Objective as defined by HUD and address priority needs identified by the city.

- \$1.0m allocated in 2023.
 - 15% to Public Services
 - 20% to Administration and Planning
 - 65% to Programs (i.e., Home Repair & Micro Enterprise Assistance)



Appendix C: Key Terms for Understanding the Plan

The following is intended to provide context for key terms used throughout the strategic plan. Definitions of key terms relevant to each strategic objective are also included throughout the document.

Capacity Building

A broad set of activities designed to increase the capability and expansiveness of the human services infrastructure to respond to community needs. This could include investing in agencies or programs not previously funded, initiatives to create sustainability within organizations, and technical assistance to increase an organization's ability to deliver on their mission.

Culturally and Linguistically Specific Services

Services that are designed for a particular linguistic or cultural community and delivered by individuals from that community.

Culturally Responsive

A system that values diversity, understands differences and develops services and supports to meet the unique needs of each community.

Direct Costs

Costs that are connected to a particular grant or activity, such as the salary and benefits of a case manager working directly with clients, the purchase of material goods to distribute to residents, or mileage reimbursement for a staff member making home visits.¹²

Disability

Disability, according to the social model, is a condition that arises when the physical, sensory, cognitive, or psychological differences of an individual interact with societal structures, norms, and environments that are not designed for their inclusion or success. It emphasizes that disability is not solely a consequence of a person's condition. It is shaped by individuals and systems that place value on people's bodies and minds based on societally constructed ideas of normalcy, intelligence and excellence and is also shaped



by the extent to which society removes or constructs barriers, promotes or denies inclusion, and fosters or denies equal opportunities for those with disabilities.

Disparities

One group is systematically faring worse than another for reasons that are not due to the group's needs, eligibility, or preferences.¹³

Equity

Each person has the resources and services to thrive, such that disparities are eliminated, and outcomes improve for all. Simply put, in an equitable society, one's identities (race, gender, disability, etc.) are not accurate predictors of an individual's future outcomes. Different from equality, equity accounts for the unique identities, circumstances, and histories of different people as well as different experiences with institutions and systems.

Historically Marginalized Communities

Communities that have been systemically underserved and have faced systemic disadvantages and discrimination due to their identity, including Black, Indigenous, and People of Color (BIPOC), LGBTQIA2S+ individuals, immigrants and refugees, and people with disabilities. These communities often experience limited access to resources, opportunities, and equitable services, leading to disparities in areas such as housing, education, employment, and healthcare.

Human Services Continuum

A spectrum of services meeting the essential needs of low- and moderate-income households, providing them with the equitable opportunity to grow and thrive.



Human Services Commission

The Human Services Commission is composed of seven volunteer Bellevue residents with one ex-officio member from the Bellevue Police Department. Commissioners are appointed by the Mayor with Council approval and serve four-year terms. The Commission advises the City Council concerning human services planning and funding. The commission is charged with representing the diversity of the community and provides the public with opportunities to be involved in Commission activities.

Indirect/Administrative Costs

Costs that are connected to shared objectives of an organization that are not tied with a particular grant activity but are essential to an organization's functioning. Examples include rent and other facility expenses and human resources or finance functions that provide support across an organization. Fundraising expenses are not allowable expenses for human services contracts.¹⁴

LGBTQIA2S+

Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex, Asexual and Two-Spirit, which refers to Indigenous people who express their gender or sexual identities as different from others.

Low and Moderate Income

As established by the Department of Housing and Urban Development (HUD), low income means a family or household income at or under 50 percent of the Area Median Income and moderate income includes households and families with an annual income above 50 percent and under 80 percent of the Area Median Income.

Systemic Inequity

Historic and/or current policies and practices in our society that have contributed to an unequal system that consistently reduces or blocks access to resources and opportunity or that consistently causes harm for some communities.



Appendix D: 2023 Human Services Funding Analysis

Analysis of all City of Bellevue human services funding in 2023 by comparing requested and allocated fund for BIPOC (Black Indigenous People of Color) By and For Agencies¹ to other agencies:

	Requested Funding 2023	Awarded Funding 2023	% of request awarded
BIPOC By and For Agencies	\$5,480,328	\$3,574,948	65%
All Other Agencies (including shelters)	\$15,486,965	\$10,124,790	65%
All Other Agencies (excluding shelters)	\$12,091,726	\$7,664,179	63%
Total Funding	\$20,967,293	\$13,699,738	65%

It is important to note that the Bellevue City Council has prioritized funding for our shelters. As a significant portion of City of Bellevue Human Service Funding is dedicated to shelters. Numbers are provided with and without shelter funding included.

Analysis includes all human services funding sources:

- Human Services General Fund (\$4,821,931)
- Housing Stability Fund (\$1,751,326)
- CDBG (\$622,200 – only includes funds awarded to community agencies)
- ARPA (\$6,504,281—one-time funding)



BIPOC By and For agencies that applied for any City of Bellevue Human Services funding in 2023, identification of those who were funded, and source of funding:

26% (19 of 73) of *agencies* funded in 2023 are BIPOC By and For agencies.

Highlighted agencies below were funded. Agencies with an * received funding for the first time.

BIPOC By and For Agencies that Applied for Human Services Funding in 2023	Source of funding
4 Tomorrow	Human Services General Fund, Housing Stability Program, CDBG, ARPA
Africans on the Eastside*	ARPA
Eastside 4 All (Fiscal Agent: Alliance for a Just Society)*	ARPA
Asian Counseling and Referral Service	Human Services General Fund,
Big Hug*	Human Services General Fund, CDBG
Centro Cultural Mexicano	Human Services General Fund, ARPA
Chinese Information and Service Center	Human Services General Fund
Congolese Integration Network*	Human Services General Fund
Consejo Counseling and Referral Service	Human Services General Fund, ARPA
Essential First	Human Services General Fund, ARPA
Families of Color (Fiscal Agent: RVC)	Human Services General Fund



BIPOC By and For Agencies that Applied for Human Services Funding in 2023	Source of funding
Indian American Community Services	Human Services General Fund, Housing Stability Funding, ARPA, CDBG
International Community Health Center	Human Services General Fund, Housing Stability Funding, APRA
Issaquah Cultural Circle	Not funded
Noticias en Espanol para families en BSD y LWDS (Fiscal Sponsor: KidsQuest)*	Human Services General Fund
Kin On Health Care Center*	Human Services General Fund, ARPA
MAPS - MCRC	Human Services General Fund,
Mission Africa	Not funded
Open Doors for Multicultural Families*	Human Service General Fund, ARPA
Refugee Women's Alliance	Human Service General Fund
Ubumwe Women Association*	Human Services General Fund



Of all human services programs funded in 2023, what are the percentage of programs that are BIPOC By and For programs?

28% (44 of 160) *programs* funded in 2023 are BIPOC By and For programs.

Agencies and programs below were funded. Programs with an * received funding for the first time.

BIPOC By and For Agencies Funded in 2023	Specific Program
4 Tomorrow	Emergency temporary housing and homelessness recovery*
4 Tomorrow	Latino Microenterprise Project*
4 Tomorrow	Latinx Cultural Navigator/Life Services
4 Tomorrow	Mental Health Coordination & Gap Therapy Program
4 Tomorrow	Rental, Mortgage and Move In Assistance
4 Tomorrow	Smartphone App 4U*
Africans on the Eastside	Strengthening Mental Health in the African Community*
Asian Counseling and Referral Services	Children, Youth and Families Program
Asian Counseling and Referral Service	Whole Health Oriented Mental Health
Bighug	The Human Services Funding Collaborative*
Centro Cultural Mexicano	Del Corazon a Mi Casa/From my Heart to my Home*



BIPOC By and For Agencies Funded in 2023	Specific Program
Centro Cultural Mexicano	La Casa de mi Familia*
Centro Cultural Mexicano	Rental and Mortgage Assistance
Chinese Information and Service Center	East King County Family Resource Center
Chinese Information and Service Center	Russian Senior Day Program
Congolesse Integration Network	Youth Program*
Consejo Counseling and Referral Service	Domestic Violence Community Advocacy Program
Eastside 4 All (Fiscal Sponsor: Alliance for a Just Society)	Community Safety Response*
Essentials First	Community Kits Program*
Essentials First	Just Essentials Volume Distribution*
Families of Color Seattle (Fiscal Sponsor RVC)	Parent Groups for Families of Color
Indian American Community Services	Cultural Navigation Program
Indian American Community Services	Food Assistance*
Indian American Community Services	Hausla Mental Health and Wellness Program*
Indian American Community Services	Real-time and Culturally Sensitive DV Services*
Indian American Community Services	Rental/Mortgage Assistance*
Indian American Community Services	Small Business Assistance Project*
Indian American Community Services	Women, Youth and Senior Program



BIPOC By and For Agencies Funded in 2023	Specific Program
International Community Health Services	Behavioral Health
International Community Health Services	Dental
International Community Health Services	ICHS Highland Middle School School-Based Health Center*
Noticias en español para familias en BSD y LWSD (Fiscal Sponsor: KidsQuest)	Noticias en español para familias en BSD y LWSD*
Kin On Health Care Center	Passionate Volunteer Navigation Program*
Kin On Health Care Center	Thriving Connections*
MAPS - MCRC	Emergency Rental Assistance*
MAPS - MCRC	Food & Gas Cards*
MAPS - MCRC	Housing for Single Women*
MAPS - MCRC	Information, Referrals, & Resources
Open Doors for Multicultural Families	Bellevue: Leveraging Our Community Knowledge (BLOCK)*
Open Doors for Multicultural Families	Multicultural Family Support Program*
Refugee Women's Alliance	Domestic Violence Program
Ubumwe Women Association	Immigrant Single Parent Family Empowerment Support Group*



Percentage of all human service funding grantees in 2023 that were funded for the first time:

33% of all funded agencies (24 of 73) received human services funding for the first time in 2023.

The 24 agencies are:

- Africans on the Eastside
- AmPowering
- Apprenticeship and Nontraditional Employment for Women (ANEW)
- Babies of Homelessness
- Backpack Meals for Kids
- Big Brothers Big Sisters of Puget Sound
- Big Hug
- Business Ending Slavery & Trafficking
- Congolese Integration Network
- Eat Happy
- Eastside 4 All (Fiscal Sponsor: Alliance for a Just Society)
- Family Law CASA of King County
- Habitat for Humanity SKC
- Influence of Choice
- KidsQuest Children's Museum
- Kin On Health Care Center
- Mary's Place Seattle
- Noticias en espanol para familias en BSD y LWSD (Fiscal Sponsor: KidsQuest)
- Open Doors for Multicultural Families
- Rainier Athletes
- Snoqualmie Valley Shelter Services
- Ubumwe Women Association



- Washington Poison Center
- Wonderland Child and Family Services

Percentage of all human services agencies funded in 2023 that are Eastside-born and Eastside-based:

58% (42 of 73) agencies that received human services funding in 2023 were Eastside-born and Eastside-based.



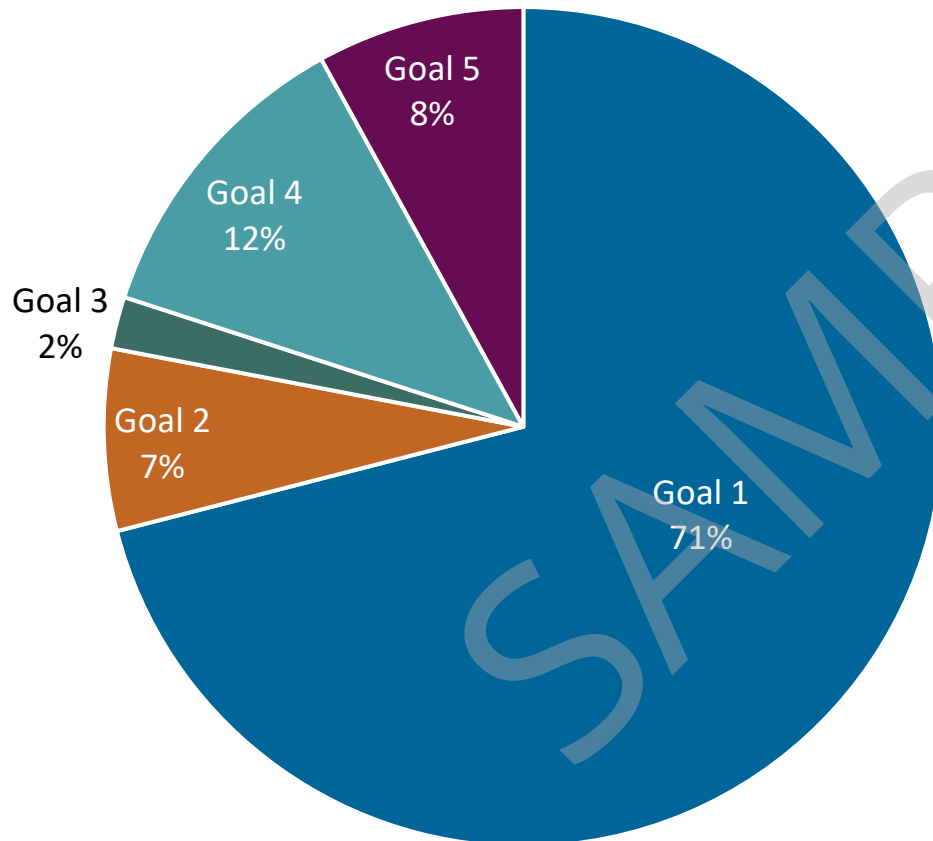
Appendix E: Sample Funding Dashboard

2022 Human Services Funding Dashboard

<p>\$14,873,179.22 funds distributed</p>	<p>44,181 residents served</p>	<p>118 programs funded</p>
<p>209,344 Shelter bed nights provided</p>	<p>93% programs met or exceeded Service Units goals</p>	<p><i>Human Services Commission first to provide language interpretation during meetings</i></p>
<p><i>Critical resources flyers distributed in 8 most used languages in Bellevue</i></p>	<p>\$7,658,455.27 distributed for rental assistance</p>	<p>39 residents supported with safe and stable housing through home repair programs</p>



2022 Funds Distributed by Goal



Goal 1

- Housing Stability & Food Security

Goal 2

- Supportive Relationships

Goal 3

- Safety from Abuse and Violence

Goal 4

- Mental and Physical Health

Goal 5

- Education and Employment





Goal 1: Housing Stability & Food Security

Services Included

- Homelessness Crisis Response
- Outreach and Case Management
- Basic Needs

Funding Sources

- Human Services Fund
- CDBG
- Housing Stability Program (1590)
- ARPA

46,372	Day center visits
309,344	Shelter bed nights
9,951	Hours of street, shelter, and housing case management
17,839	Bundles of essential items for babies and children
1,279,835	Meals





Goal 2: Supportive Relationships

Services Included

- Legal Services
- General Supportive Relationships
- Supportive Relationships for People with Disabilities
- Culturally Specific Supportive Relationships

Funding Sources

- Human Services Fund
- Housing Stability Program (1590)

1,506	hours of culturally responsive youth development opportunities
1,926	hours of adults mentoring or drop-in services for children and youth
64	families participated in housing workshops for people with an Intellectual or Developmental Disability
1,239	hours of volunteer chore services
1,061	visits, online or in person to culturally responsive senior programs
1,068	community information and referral phone calls and booklets distributed
252	culturally responsive information and referral phone calls
3,006	hours of family case management
836	hours of attorney services and civil legal aid presentations





Goal 3: Safety from Abuse and Violence

Services Included

- Counseling
- Advocacy
- Support Groups

Funding Sources

- Human Services Fund

54	hours of domestic violence survivor counseling
574	hours of domestic violence survivor advocacy support
149	hours of domestic violence support groups
2,134	hours of sexual assault survivor legal and general advocacy services
475	hours of sexual assault survivor counseling





Goal 4: Mental and Physical Health

Services Included

- Mental Health Services
- Substance Use Disorder Services
- Medical and Dental Services

Funding Sources

- Human Services Fund
- CDBG
- Housing Stability Program (1590)

1,188	students receiving suicide prevention education
3,423	crisis phone calls answered
72	hours of medication management
1,301	hours of counseling
1,310	units of durable medical equipment distributed
4,344	hours of adult day care
3,467	dental appointments
2,190	medical appointments
5,924	miles of volunteer transportation to medical appointments





Goal 5: Education and Employment

Services Included

- Education/Employment for People with Disabilities
- Education/Employment for Youth and Young Adults
- General Education/Employment
- Early Learning/Child Care

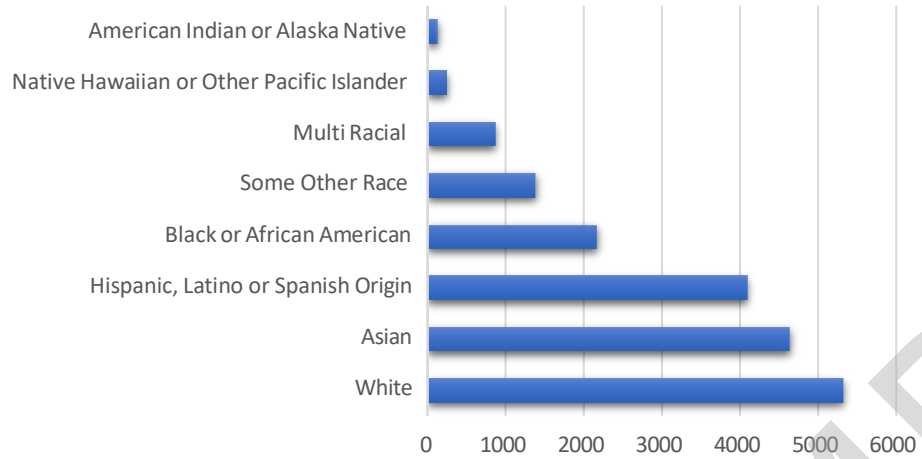
Funding Sources

- Human Services Fund
- CDBG

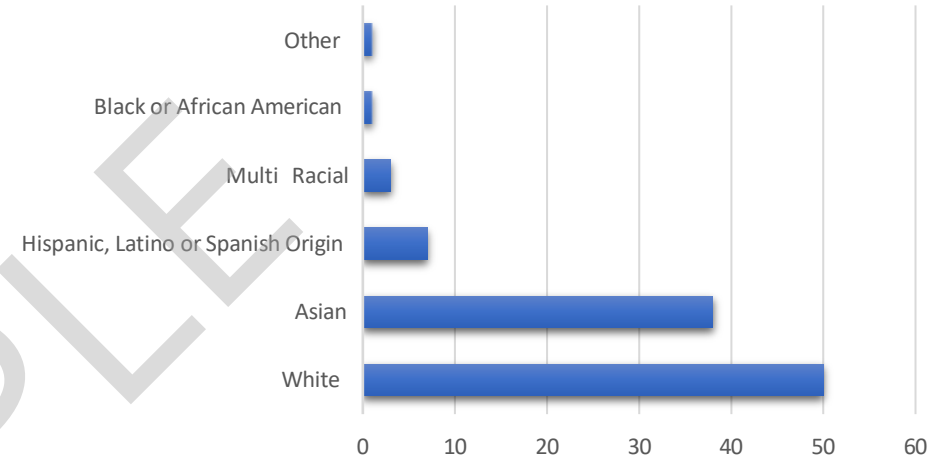
447	hours of GED prep
9,084	hours of employment workshops and classes
9,084	hours of career navigation services
233	hours of immigrant employment preparation training
233	hours of employment services
4,025	hours of culturally responsive job mentoring
4,025	hours of ESL and citizenship workshops
1,085	individuals assisted with finding child care
1,085	hours of child care consulting and training for child care providers
16,954	days of Head Start
16,954	days of child care



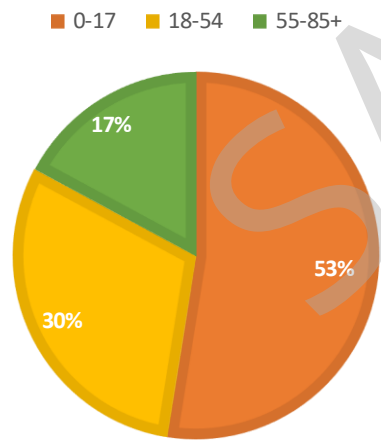
2022 Number of Bellevue Residents Served



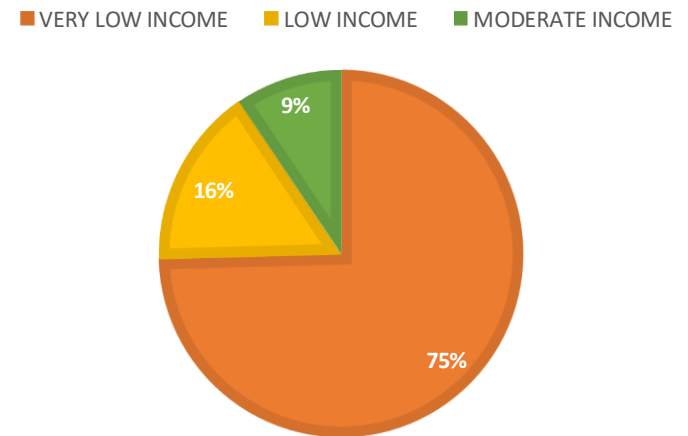
Bellevue Census: Percentage of Population



AGES OF RESIDENTS SERVED



INCOME OF RESIDENTS SERVED





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If you have any questions regarding the ADA statement above or need help, please reach out to ADA, Title VI, and Equal Opportunity Officer using the contact information above.



Endnotes and Photo Credits

- ¹ J Racial Ethn Health Disparities. 2022; 9(6): 2334–2339.
- ² American Community Survey, 2010-2022
- ³ American Community Survey, 2011-2021
- ⁴ US Census Bureau, American Community Survey
- ⁵ American Community Survey, 2022
- ⁶ Department of Housing and Urban Development, Comprehensive Housing Affordability Strategy (HUD CHAS), 2015-2019
- ⁷ American Community Survey, 2017-2021 Average
- ⁸ <https://socialwork.uw.edu/wageequitystudy>
- ⁹ <https://www.501commons.org/resources/putting-people-first/2023-nonprofit-wage-benefits-survey-report>
- ¹⁰ US Census Bureau, American Community Survey
- ¹¹ American Community Survey, 2022
- ¹² <https://www.hudexchange.info/programs/multifamily-housing/financial-management-toolkit/10-the-cost-allocation-process/10a-defining-direct-and-indirect-costs/>
- ¹³ US Department of Health and Human Services
- ¹⁴ Ibid

Photos

- Cover: King County Sexual Assault Resource Center
Page 7: Refugee Women’s Alliance
Page 8: The Sophia Way
Page 10: King County Sexual Assault Resource Center
Page 12: Indian American Community Services
Page 14: Solid Ground, credit to Michael B. Maine
Page 15: Hopelink
Page 16: AmPowering
Page 28: Chinese Information and Service Center (CISC)

