

The City of Bellevue's Diversity Advantage Team facilitates a variety of community events designed to foster inclusion and belonging for Bellevue residents, including an International Festival, facilitation of cultural heritage events, and funding for community programs through the Cross Cultural Center Without Walls program.

Bellevue Funded Program Outcomes for 2024

- **932** hours of case management
- **2,448** navigation and referral resources provided
- **71** community building group sessions

Together, these programs offer safety, healing and inclusion in the face of harm experienced from bias, hate and discrimination.



Appendix



Appendices

Appendix A: Community Survey

The City of Bellevue Human Services Department, in partnership with Zilo International Group, a national research and strategy consulting firm, is conducting a human services needs assessment to better understand the community's needs. This assessment focuses on the support systems that help individuals navigate economic and personal challenges while providing low- and moderate-income residents with opportunities to thrive.

The survey is designed to gather valuable insights that will inform improvements to services and resources in Bellevue. Your input plays an important role in identifying gaps within the human services system and shaping effective solutions. To ensure a comprehensive understanding of community needs, we also collect general demographic information, such as age and ethnicity, to identify and address disparities in service accessibility.

Participation in this survey is entirely voluntary, and you may skip any question you prefer not to answer. All responses are anonymous, with no names or identifying information collected. The survey is expected to take approximately 10 to 15 minutes to complete.

We appreciate your time and willingness to share your experiences and



perspectives. Your feedback will directly inform efforts to enhance services and address community needs. Thank you for your participation! If you have any questions about the survey, please contact: Zilo International Group at survey@zilointernational.com or 720-295-0054.

Demographics

Q1. What is your 5-digit zip code? [box to enter text]

Q2. Do you live in Bellevue? [Yes/No/Prefer not to answer]

Q3. Do you work in Bellevue? [Yes/No/Prefer not to answer]

Q4. What is your age?

☐ Under 18 ☐ 18 to 44 ☐ 45 to 64 ☐ 65 or older ☐ Prefer not to answer

Q5. How many children, by age, currently live in your household? [box to enter text]

Less than 1 year old ____ 1 year old ____ 2 years old ____ 3 years old ____
4 years old ____ 5 years old ____ 6 years old ____ 7 years old ____
8 years old ____ 9 years old ____ 10 years old ____ 11 years old ____
12 years old ____ 13 years old ____ 14 years old ____ 15 years old ____
16 years old ____ 17 years old ____ 18 years old or older ____

☐ Not applicable ☐ Prefer not to answer

Q6. What is your race or ethnicity?

☐ Asian ☐ Black or African American ☐ Hispanic or Latino
☐ Middle Eastern or North African ☐ Multiracial or Multiethnic
☐ Native American or Alaska Native



- ☐ Native Hawaiian or other Pacific Islander
- ☐ White ☐ Prefer not to answer ☐ Other (Self-describe): _____

Q7. Are you of Hispanic, Latino, or Spanish origin or descent?

[Yes/No/Prefer not to answer]

Q8. What is your primary language spoken in your household? [box to enter text]

Q9. What is your gender identity? (Gender identity is how someone feels about their own gender and can be described in various ways and labels; please select the terms that best describe your current gender identity.)

- ☐ Girl or woman ☐ Boy or man ☐ Nonbinary, genderfluid, or genderqueer
- ☐ I am not sure or questioning ☐ I don't know what this question means
- ☐ Prefer not to answer ☐ Other (None of the above, please specify) _____

Q10. What is your sexual orientation? (Sexual orientation is a person's emotional, romantic, and/or sexual attractions to another person, and can be described in various ways and labels; please select the option that best describes your sexual orientation.)

- ☐ Asexual ☐ Bisexual, pansexual, or queer ☐ Gay or lesbian
- ☐ Straight or heterosexual ☐ I don't know what this question means
- ☐ I am not sure ☐ Prefer not to answer
- ☐ Other (None of the above, please specify) _____

Q11. Are you a person living with a disability? [Yes/No/Prefer not to answer]

Q12. Besides yourself, are there other individuals living with disabilities in



your home? [Yes/No/Prefer not to answer]

Q13. How many people currently live in your household? [box to enter text]

Q14. What is your approximate average yearly household income? [box to enter text]

Human Services

Q15. In the last two years, which of the following services have you used or attempted to access (for yourself or a loved one) in Bellevue?

- ☐ Support to find affordable housing
- ☐ Support to maintain housing or pay bills
- ☐ Support to access food in times of need
- ☐ Support to address discrimination or racism
- ☐ Affordable child care ☐ Transportation support ☐ Counseling services
- ☐ Domestic violence resources
- ☐ Support to access medical care or medical insurance
- ☐ Older adult services
- ☐ Support to address emotional needs or mental health
- ☐ Support to address needs about substance use
- ☐ Services for a person living with a disability
- ☐ None of the above ☐ Prefer not to answer ☐ Other (Please specify) _____

Q16. If you had a need to access any of the human services described in Question 15, would you know where to go to access this service?

- ☐ Yes ☐ No (Please Describe) _____

Q17. If you accessed any of the services in Question 15, how did you get



connected to the service? (Check all that apply)

- ☐ Referral from an organization/provider
- ☐ Referral from your child/adolescent's school
- ☐ Referral from insurance ☐ Word-of-mouth ☐ Internet search
- ☐ Prefer not to answer ☐ Other (Please specify) _____

Q18-30. Please rate your experience with: [insert name of service]

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Non Applicable (N/A)	Prefer not to answer
I was able to find this service in my community.							
I was able to travel to this service in a reasonable amount of time.							
I was able to receive this service without a long wait time.							
This service met my cultural and language needs.							
I was satisfied with the quality of support I received.							
The provider offered accommodations for my disability.							

Q31. Did you experience any barriers to accessing human services? If so, please check all that apply.

- ☐ Lack of transportation
- ☐ Care was too expensive/lack of insurance coverage
- ☐ Lack of reliable internet/broadband access
- ☐ Lack of providers who take my insurance



- ☐ Lack of support with the specialized knowledge or experience with the challenges I was seeking help for
- ☐ Lack of culturally appropriate support
- ☐ Lack of support providers who speak my language
- ☐ Distance/ travel needed to get to service
- ☐ Wait time for care was too long ☐ Services were not available
- ☐ Previous bad experience with seeking support
- ☐ Lack of available care for someone my age
- ☐ Lack of services that are tailored to my cultural background, gender identity, or sexual identity
- ☐ Stigma or discomfort with seeking care
- ☐ Concerns about quality of the services available to me
- ☐ Concerns about confidentiality of sensitive information
- ☐ Hours that service was offered didn't meet my needs
- ☐ None of the above ☐ Prefer not to answer ☐ Other (Please specify) _____



Appendix B: Provider Survey

The City of Bellevue Human Services Department, in collaboration with Zilo International Group—a national consulting firm specializing in research and strategic planning—is conducting a comprehensive human services needs assessment. Our goal is to deepen our understanding of the community's needs, particularly around support systems designed to assist individuals experiencing economic and personal crises and to create opportunities for low- and moderate-income residents to thrive.

As a provider of human or related services in Bellevue, your insights are essential in identifying existing gaps and potential solutions within the city's human service system. This survey will ask you to accurately identify the locations of your organization's current services and provide information about any additional or expanded services your organization is interested in offering.

Please include your organization's name and specify whether we may contact you for follow-up questions.

This survey should take approximately 10-15 minutes to complete. If you have questions or require assistance, please reach out to Zilo International Group at survey@zilointernational.com or 720-295-0054.

Demographics

Q1. Please enter the name of your organization. [box to enter text]

Q2. Can we contact you for any follow-up questions? [Yes/No]



Q3. If you answered Yes to Question 2, what are your contact information?

Email _____ Phone Number _____

Q4. What is your role with the above organization?

- ☐ Executive leader ☐ Program manager/director ☐ Other supervisory role
- ☐ Individual contributor (teacher, therapist, case manager, peer support, family navigator, etc.)

Q5. In what city(s) is your organization located? [box to enter text]

Q6. In what city(s) does your organization provide services? [box to enter text]

Q7. What age groups does your organization serve? Select all that apply.

- ☐ 0-5 years old ☐ 6-17 years old ☐ 18-24 years old ☐ 25-64 years old
- ☐ 65+ years old

Human Services

The following questions focus on understanding your organization's current human service array.

Q8. Please check all that apply for human services currently offered within your organization.

- ☐ Support to find affordable housing
- ☐ Support to maintain housing or pay bills
- ☐ Support to access to food in times of need
- ☐ Support to address discrimination or racism ☐ Affordable child care
- ☐ Transportation support ☐ Counseling services



- ☐ Domestic violence resources
- ☐ Support to access medical care or medical insurance
- ☐ Older adult services
- ☐ Support to address emotional needs or mental health
- ☐ Support to address challenges with substance use
- ☐ Services for a person with a disability ☐ Other (please specify): _____ ☐
- ☐ None of the above

Q9. Are there human services that your organization doesn't offer but would like to or that you would like to expand within your organization but experience barriers to do so? Check all that apply.

- ☐ Support to find affordable housing
- ☐ Support to maintain housing or pay bills
- ☐ Support to access to food in times of need
- ☐ Support to address discrimination or racism ☐ Affordable child care
- ☐ Transportation support ☐ Counseling services
- ☐ Domestic violence resources
- ☐ Support to access medical care or medical insurance
- ☐ Older adult services
- ☐ Support to address emotional needs or mental health
- ☐ Support to address challenges with substance use
- ☐ Services for a person with a disability ☐ Other (please specify): _____
- ☐ None of the above

Q10. If you noted services above that your organization would like to expand but experience barriers to doing so, please describe the barriers (e.g., funding, staffing, etc.) [box to enter text]



Q11. Over the last 2 years, have you seen any change in the demographics of who your organization is serving? (YES/NO). If yes, please explain [box to enter text]

Q12. What is the most significant challenge facing your organization today?
(LIMIT RESPONSE OPTIONS TO SELECT ONLY ONE)

- ☐ Incomplete system of continuum of care
- ☐ Lack of collaboration with stakeholders
- ☐ Limited ability to use data to drive program decisions
- ☐ Limited staff with necessary experience and training
- ☐ Limited staff with necessary language proficiency for families you serve
- ☐ Meeting the demand for services
- ☐ Recruiting and maintaining staff with needed experience and training
- ☐ Sustainable funding for service
- ☐ Waitlist/wait times to access programs and services
- ☐ Workforce recruitment and retention ☐ I don't know
- ☐ Other (please specify): _____ ☐ None of the above

Q13. When referring a client/family to other community resources/supports, do you have information you need about available resources?

- ☐ Yes, I generally have the information I need about available community resources/supports
- ☐ Sometimes/with some resources/supports I have the information I need, but sometimes/with some resources/supports I do not
- ☐ No, I do not have the information I need about available community resources/supports



Q13. When referring a client/family to other community resources/supports, do you have information you need about available resources?

- ☐ Yes, I generally have the information I need about available community resources/supports
- ☐ Sometimes/with some resources/supports I have the information I need, but sometimes/with some resources/supports I do not
- ☐ No, I do not have the information I need about available community resources/supports

Q14. When referring a client/family to other community resources/supports, what barriers to accessing care do you encounter? Check all that apply.

- ☐ Lack of transportation ☐ Cost of care
- ☐ Lack of providers with specialized knowledge or experience
- ☐ Lack of culturally appropriate providers
- ☐ Lack of providers who speak client's primary language
- ☐ Distance/ travel needed to get to service
- ☐ Wait time for care was too long
- ☐ Client had a previous bad experience with seeking care
- ☐ Lack of available care for needed for client age
- ☐ Lack of culturally appropriate services
- ☐ Client/family discomfort with seeking care related to stigma or other factors
- ☐ Concerns about quality of the services available to the client
- ☐ Client concerns about confidentiality of sensitive health information



- ☐ Hours that services are offered don't meet client needs
- ☐ Other (please specify): _____

Q15. Do you receive feedback about community resources/supports from the individuals you refer to these services? [Yes/No]

Q16. If you answered Yes to Question 15, how satisfied are people with the availability and quality of services they receive for each of the following service components?

	Not at all satisfied	Somewhat satisfied	Neutral	Mostly satisfied	Completely satisfied	Non Applicable (N/A)
Access (wait times)						
Distance required to travel to service						
Number of resources available in community						
Quality of care received						
Cost						
Services are culturally/linguistically appropriate						

Q17. What do you think would improve human services in the City of Bellevue? [box to enter text]

Q18. Have you noticed any changes in the availability of funding sources?

- ☐ No ☐ Yes (please explain): _____

Q19. What do you think would improve human services in the City of Bellevue? [box to enter text]



Appendix C: Specific Definitions

Shelter

Services that provide access to temporary and emergency shelter options which help mitigate the effects of rising housing costs and limited affordable rental stock. These services play a vital role in preventing homelessness, ensuring safety during crises, and connecting residents to long-term services; highlighting the city's commitment to improving access and outcomes for all Bellevue residents facing housing instability.

Housing Stability

Programs and services that ensure residents have consistent access to safe, stable housing. These efforts help prevent homelessness by addressing disparities and providing targeted support for those most impacted, including communities of color, immigrants, people with disabilities, and individuals with behavioral health needs. Aligned with the city's commitment to affordable housing and community well-being, these services are essential to promoting dignity, connection, and long-term stability for all Bellevue residents.

Financial Assistance

Direct support provided to low-income individuals or households to help cover essential expenses such as rent, utilities, transportation, and other urgent basic needs. These services are designed to prevent housing instability, reduce financial hardship, and promote economic security, especially for those disproportionately impacted by poverty, systemic inequities, or unexpected crises. Programs in this area support Bellevue's



vision of ensuring every resident has equitable access to economic stability and the opportunity to thrive, while also fostering partnerships that help individuals maintain housing and participate in community life.

Food and Basic Needs Programs

Programs that provide consistent access to nutritious, culturally appropriate food and essential daily necessities for individuals and families experiencing food insecurity or economic hardship. These services help reduce disparities by meeting people where they are, responding to cultural preferences, linguistic needs, and gaps in access. By supporting dignity and daily well-being, these programs reinforce Bellevue's commitment to inclusive services that are responsive to community-identified needs.

Survivor Advocacy and Safety from Violence

Programs that prevent and respond to violence, abuse, and trauma, ensuring all residents, especially survivors of domestic violence, sexual assault, trafficking, and hate crimes, have access to safety, advocacy, healing, and justice. These programs emphasize trauma-informed care and culturally responsive practices, reflecting Bellevue's vision of a safe, inclusive city where residents are empowered to seek help and live free from harm.

Behavioral Health

Services that promote holistic well-being through accessible, equitable, and culturally and linguistically responsive physical and linguistically responsive physical and behavioral health care. This includes mental health counseling,



substance use treatment, and wellness services designed for youth, BIPOC residents, people with disabilities, and LGBTQIA2S+ communities. These services reflect Bellevue's dedication to reducing health disparities, expanding culturally responsive programming, and ensuring residents feel a sense of belonging and support in achieving personal wellness.

Childcare & Early Learning

Programs that offer safe, nurturing, and developmentally appropriate care, support, and early education for children from . Emphasizing culturally responsive practices, affordability, and equitable, and culturally accessibility, these services support children's school readiness, families' economic participation, and long-term community thriving. This aligns with Bellevue's goal to create supportive environments that reflect the city's diversity and help every family flourish.

Medical and Dental

Programs that support physical health through access to essential medical and dental care. Services may include preventive care, chronic and acute treatment, oral health, and care coordination, with special attention to low-income, uninsured, or underinsured populations. These programs align with Bellevue's strategic priorities by ensuring health services are inclusive, accessible, and support residents' ability to live healthy, engaged lives in their neighborhoods.

Navigation, Legal, Case Management & Other Supportive Services

Programs that provide civil legal assistance to individuals and families with



limited financial resources. These services may include legal advice, representation, case management, and rights education to help clients navigate complex legal systems. Common areas of support include housing, immigration, family law, employment, and access to public benefits—ensuring vulnerable populations can understand and assert their legal rights. Services that help individuals and families understand, access, and navigate the human services system, particularly older adults, people with disabilities, non-English speakers, and others who face language, cultural, or systemic barriers. These programs strengthen Bellevue’s infrastructure of care by providing culturally specific and language accessible navigation, transportation assistance, and warm hand-offs, helping ensure residents maintain independence, safety, and connection to their communities.

Fostering Well-Being in the Face of Bias, Hate and Discrimination

Services and initiatives that promote healing, resilience, and empowerment for individuals and communities impacted by racism, ableism, discrimination, and bias. These efforts prioritize culturally responsive support, equitable access, and the dismantling of systemic barriers, especially for Black, Indigenous, and people of color (BIPOC), immigrants and refugees, LGBTQIA2S+ individuals, people with disabilities, and other marginalized groups. By addressing the complex intersections of identity and oppression, these programs aim to create safe, affirming environments that foster holistic well-being and community strength.



Other Definitions

Culturally and Linguistically Specific Services

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

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.

LGBTQIA2S+

Lesbian, Gay, Bisexual, Transgender, Questioning, Intersex, Asexual and TwoSpirit, 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.





Thank You!

Zilo International Group, LLC is honored to have partnered with the City of Bellevue. It is our hope to build a long-term relationship and assist you in other areas as well.

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