



# ■ Request for Proposals

## Immigrant Integration: Bridging the Cultural Gap



## Introduction

Silicon Valley Community Foundation is a catalyst and leader for innovative solutions to our region's most challenging problems. Two of these challenging problems—the successful integration of immigrants and the inability of receiving communities to understand and recognize immigrants as real and potential assets in the community rather than as liabilities—are addressed through our immigrant integration strategy. To better understand our goals and objectives for this strategy, we encourage you to read the community foundation's research paper on the topic at <http://www.siliconvalleycf.org/grantmaking-strategies/pdf/research-paper-bridging-cultural-gap.pdf>.

The immigrant integration strategy has a three-pronged approach: (1) strengthening the legal services infrastructure which seeks to address the need for affordable and reliable immigration legal services provided by nonprofit community organizations; (2) adult English language acquisition which seeks to promote English instruction, coordination and best practices among community colleges, adult education schools, and community-based organizations; and (3) bridging the cultural gap, which seeks to leverage established two-way educational programs that allow non-immigrant communities and immigrants and their receiving communities, to learn about the diverse immigrant populations in Silicon Valley. This request for proposals, or RFP, focuses specifically on bridging the cultural gap. By using an RFP approach, the community foundation aims to solicit the best thinking of nonprofit service providers, public sector agencies, research institutions and other entities serving San Mateo and Santa Clara counties.

*Responses to this RFP are due by 5 p.m. on Monday, May 2, 2011. In order to be fair to all applicants there will be no exceptions to the deadline for late proposals.*

## Problem Statement

Silicon Valley is an immigrant demographic microcosm of the United States. In Silicon Valley, one-third of our residents are immigrants, nearly half of our work force is foreign-born and close to two-thirds of those under the age of 18 are the children of immigrants. Given this demographic reality, a new social model of immigrant integration—one that promotes mutual benefits for immigrants and their receiving communities and that allows newcomers enhanced civic participation and improved economic mobility—is critical.

A key challenge to immigrant integration is the reluctance of many in receiving communities to understand and recognize immigrants as real and potential assets in the community rather than as liabilities. Conversely, newcomers may have cultural misunderstandings and misperceptions about their receiving community which may create barriers to integration and community building.

## Program Goal

Putting a human face on complex immigration issues through powerful tools such as video, art, technology and other media can educate and inform policymakers, business, clergy, civic leaders, foundations and the general public about immigrants and their receiving communities. The community foundation sees the full spectrum of arts and culture as an instrument for social change.

Bridging the cultural gap is important as newcomers begin to navigate the norms and regulations of education, health and wellness, labor and financial systems; and the receiving community learns, adapts and teaches newcomers how best to use their strengths in the community. Multi-dimensional communications campaigns, with

partners that value cultural competency and diversity in terms of racial and cultural backgrounds, can bring rich and varied immigrant integration experiences to life and illustrate the human consequences of policy decisions in a way that statistics and words alone can not.

The community foundation will provide funding for multi-faceted communications campaigns that:

- Deliberately seek to engage audiences not already involved in immigrant integration programs.
- Share accurate information about cultures and people, combined with frank discussions to eliminate misunderstandings and misperceptions that can create barriers to integration and community building.
- Raise questions, share concerns and engage in a dialogue to create authentic relationships and raise concerns about immigration, race, education and other community issues.
- Help participants identify shared interests and create shared experiences, with the willingness to constructively address differences that arise along the way.
- Can be sustained and are well-integrated into existing organizational programming, ensuring long-term application within the community.

Given the opportunity to leverage established two-way educational programs that allow non-immigrant communities and immigrants and their receiving communities to learn about the diverse immigrant populations in Silicon Valley, the community foundation may also provide funding for:

- Communication campaigns (e.g., art, video, print, photography) in pilot cities to convene city and county-wide dialogues on race, culture, immigration and/or religion. These dialogues will aim to bring residents together to work on understanding different cultures and help people build trusting relationships necessary for long-term change and community decision-making.
- Communication campaigns (e.g., art, video, print, photography) to increase community awareness and education about legal support services, the importance of voter participation and issues of health, education, immigration and housing and to promote greater civic engagement in community life.
- City and county-wide storytelling, study- and/or story-circles where community members make and view art, share stories, view performances or exhibits to facilitate meaningful interaction and cultural exchange.
- Priority will be given to organizations that demonstrate clear understanding of how their proposed project advances their existing goals, including having a dedicated amount of staff time to the project and a clear plan for measuring its success.

The community foundation will gauge success according to one or more of these indicators: change in knowledge, awareness and appreciation of immigrants' experiences and issues; organizational capacity for and use of technology (e.g., use of social media) to disseminate immigrants' stories; increase in immigrant and receiving community support, engagement and/or advocacy for immigrants' issues.

### **Proposal Eligibility Criteria**

- San Mateo and/or Santa Clara County-serving organizations. Organizations headquartered outside the two county region must demonstrate significant service to the area.
- Organizations with a 501(c)(3) designation, those that have a fiscal sponsor with a 501(c)(3) designation, public agencies, collaborations of nonprofit and public agencies, or other entities that have a designated charitable purpose.
- Organizations that do not discriminate based on race, color, national origin, citizenship status, creed, religion, religious affiliation, age, gender, marital status, sexual orientation, gender identity, disability, veteran status or any other protected status under applicable law. If an organization only serves a specific population, e.g., women or specific ethnic populations, the community foundation will consider the proposal on a case-by-case basis.
- Organizations with religious affiliations will be considered for funding only if the project for which they seek support attempts to address the needs of the wider community without regard to religious beliefs.

## Project Proposal Characteristics

We are receptive to concrete, practical and impactful project proposals that:

- Include both well-tested models that can be scaled up or expanded regionally while maintaining local relevance, and new pilots that, if successful, can be grown and replicated.
- Benefit from collaborative work and bring public and private partners together with nonprofit organizations.
- Demonstrate knowledge of the sector and its trends.
- Identify target population to be reached and justification for that focus.
- Provide clear benchmarks for measuring progress.
- Seek to collaborate with and build upon the efforts of other Bridging the Cultural Gap projects.

## Application Process

### 1) Review of reference materials.

- Key Dates (listed below and at <http://www.siliconvalleycf.org/grants/key-dates.html>)
- Grant Applicant FAQ sheet (<http://www.siliconvalleycf.org/grants/FAQ.html>)
- Research paper (<http://www.siliconvalleycf.org/grantmaking-strategies/pdf/research-paper-bridging-cultural-gap.pdf>)
- RFP for Immigrant Integration: Bridging the Cultural Gap.

### 2) Participation in the information session is highly encouraged for those interested in responding to this RFP.

To reserve your seat, please visit our website at [www.siliconvalleycf.org](http://www.siliconvalleycf.org) and register online. For planning purposes, we ask that you complete your online registration no later than three days prior to the date of the RFP information session.

Only those organizations considering a response to the RFP should attend an information session.

Follow-up phone consultations and in-person meetings will be available with community foundation staff as time permits.

### 3) Submission of proposal. Although we prefer proposals in electronic form, hard copies will be accepted.

*All proposals must be received by email or postmarked no later than 5 p.m. on Monday, May 2, 2011. In order to be fair to all applicants, there will be no exceptions to the deadline for late proposals.*

## Key Dates

<b>April 7, 2011:</b>	Information session (Please visit our website to register)
<b>May 2, 5 p.m.:</b>	Proposal submission deadline
<b>June 2011:</b>	Announcement of grant awards

## Proposal Evaluation Criteria

Proposals for grants should include a narrative that responds to the questions posed at the end of this document. The narrative should be a maximum of eight typed pages, use 12-point font and no less than one-inch margins. Grant proposals will be evaluated, on a competitive basis, using the following criteria:

- Clarity of project description and project activities regarding steps to be taken to achieve desired outcomes.
- Achievable timeline that corresponds to the key activities.
- Meaningful benchmarks and indicators of success.
- Innovative and effective strategy with potential for systems change.
- Organizational capacity to implement project—including sufficient leadership, operational and fiscal management.
- Established track record in specific program content area or potential to achieve needed content expertise.
- Ability to leverage financial, human and technical resources leading to greater impact.
- Ability to contribute content area knowledge to the field.

## Total Awards

Successful applicants will receive grants for a minimum of one year. The average grant amount awarded in the 2010 grantmaking cycles was \$50,000. Budget requests will be closely analyzed and applicants should include a budget narrative that makes clear the necessity of the project's specific line-items.

## Review and Selection Process

An expert advisory committee with issue expertise for this strategy will help staff to review all proposals recommended for funding to the community foundation's board of directors. Applicants may receive a site visit, telephone call and/or other type of communication from community foundation staff as part of the proposal review process.

*Applicants will be informed of grant decisions in June 2011.*

Please note that successful project proposal narratives may be posted publicly on our website to reflect our value of transparency and encourage learning among grantees and future applicants as well as members of the community at large.

## Evaluation, Monitoring and Grantee Learning Activities

- Grantees will be expected to meet the community foundation's requirements for the submission of financial and narrative reports, including an interim progress report, final report, and/or presentation to community foundation staff and donors.
- In an effort to further the overall program goals of this RFP, inform future RFPs related to this topic and contribute to larger field-building objectives, grantees will be asked to participate in periodic meetings to share information on project activities and best practices, build coalitions and work toward a common goal of enhancing immigrant integration in Silicon Valley.

*Thank you very much for your interest in responding to this RFP and in making our region a better place. We look forward to reviewing your proposal.*

# Application Checklist

- Cover Sheet**
- RFP Proposal Narrative** addressing proposal information requirement questions.
  - A maximum of eight pages, 12-point font, margins no less than one inch

**Attachments: All attachments are required.**

- Attachment A:** A detailed line-item budget for the project (that includes details on how the community foundation's funding would be used)
- Attachment B:** A budget narrative for the project
- Attachment C:** A copy of your organization's current overall operating budget
- Attachment D:** Most recent audit, if available
- Attachment E:** Board of Directors list that includes members' professional affiliations
- Attachment F:** Evidence of tax-exempt status
- Attachment G:** Memoranda of Understanding from collaborative partners (if appropriate)
- Send to [grantproposals@siliconvalleycf.org](mailto:grantproposals@siliconvalleycf.org) OR mail one hardcopy to Silicon Valley Community Foundation's headquarters

**Silicon Valley Community Foundation**  
*Attn. Grantmaking Department*  
2440 West El Camino Real, Suite 300  
Mountain View, CA 94040

**Submissions must be received by email or postmarked no later than 5 p.m. on Monday, May 2, 2011. In order to be fair to all applicants, no exceptions to the deadline will be made for late proposals.**

*Thank you for your application.*

If you have any questions, please call 650.450.5400 or email us at [grants@siliconvalleycf.org](mailto:grants@siliconvalleycf.org)

# Application Cover Sheet

## Immigrant Integration: Bridging the Cultural Gap

**Submit one electronic\* copy to:**

**grantproposals@siliconvalleycf.org**

**or**

**Submit one hard copy to:**

**Silicon Valley Community Foundation**

*Attn: Grantmaking Department*

2440 West El Camino Real, Suite 300

Mountain View, CA 94040

Telephone: 650.450.5400 Fax: 650.450.5453

*\*We prefer electronic submissions. If you have questions, please contact us at grants@siliconvalleycf.org*

### General Information

Date: \_\_\_\_\_

Amount Requested: \$ \_\_\_\_\_ Duration of project: \_\_\_\_\_

Name of Institution/Organization: \_\_\_\_\_

Organizational Budget: \$ \_\_\_\_\_ Region/County Served: \_\_\_\_\_

Project Name: \_\_\_\_\_

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Website Address: \_\_\_\_\_

Name and title of primary contact for proposal: \_\_\_\_\_

PHONE: \_\_\_\_\_

FAX: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

Executive Director of organization (if other than above): \_\_\_\_\_

PHONE: \_\_\_\_\_

FAX: \_\_\_\_\_

EMAIL ADDRESS: \_\_\_\_\_

Are you a past grantee under this grantmaking strategy? Yes  No

Please describe in one sentence the project and the purpose for which funding is being sought:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Proposal Information Requirements

1. What is the mission of the organization?
2. What is the project for which funding is being sought and what is the primary purpose of the project? How does the project enhance your current work?
3. What is the geographic region(s) served by the proposed project (county and specific cities/communities)?
4. What is the demographic population that will be served by your project? *(Please provide specifics, e.g. percentage of low-income or people of color, etc. as available.)*
5. What are the key project activities and time line? If the project received funding from the Immigrant Integration: Bridging the Cultural Gap strategy previously, what aspects of the project have changed or not?
6. What impact do you hope to achieve? How will you know if you achieve it? *(Please provide specific outcomes, identified benchmarks and indicators of success that are meaningful and can be captured using qualitative and/or quantitative evaluation approaches. If you are a current grantee, describe your progress toward reaching the outcomes noted in your grant agreement.)*
7. What are the unique aspects and features of your project that provide two-way learning opportunities between immigrant and non-immigrant communities?
8. What experience does your organization or collaborative have working in this area? *(Please provide specific achievements that describe your organization's capacity.)*
9. Describe your organizational capacity to implement the project. *(Please include staffing and board leadership as well as operational and fiscal health and management.)*
10. What is the most difficult aspect of this project that could affect your success?
11. Why is this the right time for this project?
12. What can your organization contribute to the field in terms of knowledge-building? Are there new, innovative approaches/tools that your agency has developed that have had a measurable impact on your organization's clients? *(e.g. formed new networks or created a new way of working with clients and service providers in the field, etc.)*
13. If the proposal were to receive funding from the community foundation, how will your organization sustain the project after the funding from the community foundation ends?
14. Collaborative Partners/Agencies (if any) and their contact information. How might your project benefit from collaboration with other Bridging the Cultural Gap grantees? If you have collaborated with other organizations in the past, please provide examples of successful collaborative efforts, including how you decided to work together, immediate outcomes and if you continue to partner together.

## ABOUT SILICON VALLEY COMMUNITY FOUNDATION

**The vision** of Silicon Valley Community Foundation is to be a comprehensive center for philanthropy that inspires greater civic participation throughout San Mateo and Santa Clara counties.

**The mission** of Silicon Valley Community Foundation is to strengthen the common good, improve quality of life and address the most challenging problems. We do this through visionary community leadership, world-class donor services and effective grantmaking.

### We value:

Collaboration	Integrity
Diversity	Public Accountability
Inclusiveness	Respect
Innovation	Responsiveness

### At a Glance

Silicon Valley Community Foundation is a catalyst and leader for innovative solutions to our region's most challenging problems. Serving all of San Mateo and Santa Clara counties, the community foundation has \$1.8 billion in assets under management and 1,500 philanthropic funds. The community foundation provides grants through donor advised and corporate funds in addition to its own endowment funds. The community foundation serves as a regional center for philanthropy, providing donors simple and effective ways to give locally and around the world. Find out more at [www.siliconvalleycf.org](http://www.siliconvalleycf.org).

## MORE INFORMATION

If you have questions,  
please contact us at  
[grants@siliconvalleycf.org](mailto:grants@siliconvalleycf.org)  
or call 650.450.5400.

SILICON VALLEY | **community<sup>®</sup>  
foundation**  
SERVING SAN MATEO AND SANTA CLARA COUNTIES

2440 West El Camino Real, Suite 300  
Mountain View, California 94040

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To read more about Silicon Valley Community Foundation  
visit [www.siliconvalleycf.org](http://www.siliconvalleycf.org)  
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