



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

**FROM:** Councilmember Ash Kalra  
Councilmember Xavier Campos

**SUBJECT:** SEE BELOW

**DATE:** December 9, 2010

Approved

*Ash Kalra*  
*X. Campos*

Date

*December 9, 2010*

**SUBJECT: REGULATION OF PAYDAY LENDING**

## RECOMMENDATION

1. Direct Staff to apply for a grant in the amount of \$50,000 to \$200,000 being offered by the Silicon Valley Community Foundation related to the establishment of anti-payday lending policies, and to report to the Community and Economic Development Committee on the status of the grant application on the earliest date possible following the announcement of the grant awards in February 2011.
2. If funding is awarded, direct Staff to:
  - a. draft an ordinance establishing a temporary citywide moratorium prohibiting the acceptance or processing of any permits or licenses, including building permits, related to the establishment of a new payday loan business, and prohibiting the establishment of any new payday loan business for which no permit would otherwise be required;
  - b. draft an ordinance that would:
    - i. require the issuance of a special use permit prior to the establishment of a new payday loan business;
    - ii. enact distance, density, and zoning restrictions for payday loan businesses so that such businesses are a reasonable distance away from other payday loan businesses, residential zones, schools, liquor stores, card rooms, medical marijuana dispensaries, adult book/video stores, adult movie theaters, adult entertainment establishments, and massage parlors; and
    - iii. require greater disclosure of the terms of a payday loan, minimal security measures for payday businesses, performance standards to prevent visual blight, and restrict the hours of operation for payday loan businesses; and
  - c. coordinate and conduct an appropriate stakeholder outreach process.

## **BACKGROUND**

A payday loan is a short-term cash loan that is guaranteed by a personal check given by the borrower to the lender. In exchange for the loan, borrowers will either write a personal check to the lender for the loan amount plus the finance charge or will sign over electronic access to their bank accounts for the agreed-upon repayment amount. The lender will hold the check for the loan period (usually until the borrower's next payday), and if the borrower is unable to repay the loan amount plus the finance charge on the due date, the lender will deposit the borrower's check. Recent studies show that nearly half of California payday borrowers take out payday loans at least once a month, and more than a third of borrowers have taken out loans from multiple payday lending companies at the same time.

A recent study by the Consumer Federation of America (CFA) is very critical of the payday loan industry. The study noted that payday loans are commonly issued with an annual interest rate (APR) of 400% or more, and that some payday loans can result in interest rates as high as 780% APR. The average annual percentage rate (APR) in 2006 for such loans was a staggering 429%, according to the California Department of Corporations. Other studies state that interest rates for payday loans can ultimately reach 900%. The CFA also noted that payday loans are extremely expensive even when compared against a cash advance from a credit card. According to Consumers Union, the "fees for payday loans are extremely high: up to \$17.50 for every \$100 borrowed." Another study indicated that payday loan borrowers ultimately end up paying a total of \$800 on an original loan of \$325.

Although payday loans are often promoted as a solution for people in unexpected financial straits, studies have shown that if a borrower is facing financial hardship, a payday loan can actually worsen the situation. This is because the payday lender, by virtue of having the borrower's personal check or electronic access to the borrower's checking account, will have de facto priority over the borrower's other creditors and therefore will be paid before basic living expenses such as rent and utilities can be paid. In essence, the payday lender ends up having a priority lien on the borrower's bank account. Since most borrowers take out payday loans to cover a chronic shortage of income over expenses, rather than to cover emergencies, many cash-strapped borrowers experience another shortfall after their first loan.

Equally troubling are the many studies that demonstrate that payday loans tend to proliferate in lower-economic communities, and often tend to target low-wage workers, military personnel and young people. These studies conclude that since payday lending businesses charge such high interest rates and do nothing to encourage saving money or using traditional financial institutions, they have the effect of depleting the assets of low-income communities and young people. Payday lending has drained an estimated \$247 million in fees from African-American and Latino households in California. The harm to military personnel and their families was so severe that in 2007, the federal government capped the APR of payday loans offered to service members or their dependents at 36%.

Lastly, payday lending businesses, especially when many are concentrated within a particular geographic area, are commonly associated with neighborhood blight and often become inviting targets for crime, due to the likelihood of such businesses having large amounts of cash on the premises. In fact, in mid-August, a robbery occurred at a check cashing store located in South San José during which two employees were held at gunpoint and one was shot.

Addressing the harmful impacts of payday lending now would be consistent with opinions and policy statements previously expressed by the City of San José and its residents. In December of

2008, Mayor Reed announced his support for the "Bank On San José" program, a local offshoot of a statewide initiative designed to encourage low and middle income residents to become more financially stable by taking advantage of mainstream financial institutions, rather than relying on institutions such as check cashing and payday loan business. In addition, San José's Human Rights Commission, in recommending that the City provide support for the Bank On San José program, specifically suggested that the City require check cashing and payday loan businesses to provide information about the "Bank On" program. Lastly, residents participating in workshops held by the San José Redevelopment Agency in 2008 and 2009 identified check cashing businesses as a specific type of business that the residents wanted to discourage.

## ANALYSIS

The Silicon Valley Community Foundation (SCVF) recently issued a Request for Proposals (RFP) for "city ordinances that restrict payday lending." The RFP (attached) states that grants ranging from \$50,000 to \$200,000 will be awarded for policies aimed at limiting the harmful impact of payday lending. Application for this funding are due on January 5, 2011 and the grant awards will be announced in February of 2011. Given the fast-approaching deadline, we will have to move quickly to take advantage of this opportunity to address the predatory lending practices that target San José's lower-income residents.

Many local municipalities have already recognized the threat that payday lending poses to the community. Within the last seven years, San Francisco, Oakland, and Sacramento have enacted ordinances that placed limits and controls on the payday lending industry. It is time for San José to do the same. The unregulated growth of payday loan businesses is detrimental to the welfare of the citizens of San José, as dozens of payday lending businesses are presently operating in San José with little or no regulation or oversight. By adopting an ordinance that limits the establishment of new payday loan businesses, the City of San José will be furthering its stated goal of encouraging reliance on mainstream financial institutions rather than fringe lending businesses, and will be helping to protect lower-income communities, who are disproportionately impacted by the predatory nature of payday lending.

The Center for Responsible Lending asked Goodwin Simon Strategic Research to conduct a telephone survey of San José voters to explore issues related to efforts to limit or restrict payday loan stores in San José. Only 17 percent of San José voters have a favorable opinion of payday stores, while 52 percent have an unfavorable opinion of them. This 3 to 1 ratio demonstrates that payday loan stores do not start with a significant base of support among the electorate in San José. Voters were also asked their views on a proposed two-year moratorium on new payday loan stores in San José, and a resounding 63 percent would favor a moratorium, with just 22 percent opposed and only 15 percent not sure. Various land-use regulations polled even more favorably.

We recognize that the timeframe for this application is brief, but this opportunity to obtain substantial assistance in developing a policy that will protect the financial health of San José's lower-income communities is worth the effort

### Attachment:

Silicon Valley Community Foundation Request for Proposals—"Economic Security Strategy: Anti-Payday Lending Policy Advocacy"



■ Request for Proposals

Economic Security Strategy:  
Anti-Payday Lending Policy Advocacy



## Introduction

Silicon Valley Community Foundation is a catalyst and leader for innovative solutions to our region's most challenging problems. One of these problems – predatory payday lending – is addressed through our economic security 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-asset-building.pdf>.

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

## Problem Statement

Silicon Valley has not been immune from the home mortgage crisis and economic downturn that have affected the nation since late 2007. As the housing crisis and general economic conditions in our region worsened during 2008, the community foundation determined that support for financial education and asset-building activities would fill a critical need and constitute an effective intervention by the community foundation. Asset building requires financial education, the availability of affordable financial products and services, protective public policies and public awareness of the availability and value of these products and services. All of these elements are key, particularly for low-income families who are cash-strapped and have little cushion for emergencies such as a health crisis or job loss. Building and preserving assets enable families to have more options in life and to pass on opportunities to future generations.

During the past decade, an increasingly complex financial landscape (e.g., "exotic" home mortgage loans and proliferating credit card offerings and savings products) has grown up alongside a slightly older check cashing/payday loan industry that has targeted low-income communities of color whose residents have lacked access to small amounts of credit, bank check cashing and other affordable financial services. Starting in the 1990s, payday lending began in California as an extension of the burgeoning check cashing industry. The result has been an enormous drain on the available income of individuals who pay an average annual percentage rate, also known as APR, of more than 400%<sup>1</sup> for a 14-day loan. It also has led many to become trapped in a circle of debt—individuals take out successive payday loans they are unable to pay back because of a chronic shortage of cash to cover basic living expenses. This situation is likely being exacerbated by cutbacks in the work hours of low-wage earners who are the primary consumers of payday loans and who have been hit hard by the economic recession. The situation is even more worrisome in the context of this nation's high consumer debt and low personal savings indices—even with the recent uptick in the latter.

In our two-county region, there are wide disparities between those who enjoy financial well-being and those who do not. Specifically, one in five San Mateo and Santa Clara County residents is asset poor—they do not have enough cash reserves or equity in their home or business to meet basic needs for three months during a period of joblessness, health emergency, divorce or other unexpected financial hardship. Low-skilled communities of color, particularly first- and second-generation immigrants, are likely to be disproportionately represented in this category. These same individuals are often targeted by payday loan lending establishments and they can not afford to see their earnings depleted by predatory lending practices that include excessive interest rates, high bounced check fees and other negative features.

Alternatives to payday loans do exist, but these products are not as abundant, convenient or well-known to the public. We hope that by informing the general public and public officials at all levels of government we will build greater understanding of the corrosive economic effects of payday lending and support for public policies to curb the practice. We expect these efforts will also help mitigate the abuses and lay a stronger foundation for economic well-being here in Silicon Valley.

1. As noted in Leslie Cook, Kyro Kazantzis and Melissa Morris's Report on the Status of Payday Lending in California, Public Interest Law Firm, a program of Law Foundation of Silicon Valley (page 2). Original citation from California Department of Corporations, "Report to the Governor and the Legislature: California Deferred Deposit Transaction Law" (December 2007).

## Program Goal

The goal of the community foundation for this strategy is to curb the predatory lending practices of payday lenders in order to improve the economic well-being of households in the two-county region. We hope to support local efforts that seek to restrict the establishment of payday lending stores and inhibit the financing of payday loans and lending operations. In the long-term we seek to contribute to state level reform by supporting advocacy efforts aimed at passage of a cap on payday loan interest or other measures to reduce predatory consumer lending practices. We also want to foster dialogue on how to increase responsible small dollar loan options for low-income consumers that could serve as alternatives to payday loans.

Under this RFP the community foundation will support two strategies. The first strategy seeks to raise the awareness of key stakeholders and the public concerning the negative effects of predatory payday lending on household financial health and mobilize public support around the issue. It also seeks to provide educational opportunities for residents, particularly in neighborhoods with high concentrations of payday lending stores, regarding how to avoid falling into the payday loan debt trap and what alternatives exist to meet consumer credit needs. The second strategy will provide support for efforts to advocate changes in municipal laws and regulations that allow for excessive interest and service fees. It will also provide support for activities that promote the development and implementation of socially responsible investment policies by local jurisdictions that specifically target divestment from banks that finance predatory payday lenders.

With regard to public and other stakeholder outreach, education and mobilization activities under the first strategy, the community foundation encourages RFP respondents to focus proposals on cities/neighborhoods with high concentrations of payday lending establishments, such as in San Jose and Campbell, where together they number 45.<sup>2</sup> While significantly fewer payday lenders are situated in Sunnyvale and Gilroy (seven and four payday lending establishments respectively), the community foundation also will consider proposals focusing on those cities and specific populations that may be disproportionately targeted and affected by payday lenders, such as Latinos in Gilroy. The community foundation also will consider proposals that focus on cities that have a high number of payday lenders relative to the number of mainstream banks, such as in Pacifica, San Bruno, or on a per capita basis, such as Redwood City.

The community foundation expects RFP respondents to describe specific efforts they would undertake at the municipal level to create local awareness and knowledge about the negative effects of predatory payday lending and how they would connect their work to efforts around the Bay Area and state. In particular, the RFP should state the specific stakeholder groups and geographies to be targeted and the outreach approaches and tools to be used to conduct the work. The community foundation is especially interested in supporting outreach and public education activities that are culturally and language-appropriate for the target populations being served and that include the use of media such as radio, neighborhood newspapers, texting and other social media communication channels to effectively disseminate key messages to community members.

With respect to changing local laws, one focus will be on city ordinances that restrict payday lending or help mitigate the harmful effects of predatory lending on low-income communities of color. RFP respondents are encouraged to focus proposals on the cities and neighborhoods noted above. Respondents also are encouraged to consider local ordinance experiences in Sacramento, Oakland and San Francisco—as well as those of other cities around the country (e.g., permanent moratorium, special zoning, special permits, limits on density and/or distance)—in order to propose lessons that could be applied to Silicon Valley localities. Respondents are also encouraged to describe how their policy advocacy efforts are expected to lead to meaningful reform at the local level and build a constituency for state level reform in the future. The proposal should include a clear description of how the various activities would be coordinated and implemented, including key anticipated milestones and the timeframe for completion.

2. These areas include: the Alum Rock and Stary Road Corridors; the Seven Trees neighborhood and Monterey Highway; the San Carlos Corridor and greater Burbank neighborhood; Winchester Boulevard; the Horace Mann and North Campus areas; and the Blossom Hill Road area.

## 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.

## Eligible Projects

This RFP focuses on Anti-Payday Lending Policy Advocacy. The community foundation is receptive to implementation proposals on this topic that focus on *one or both* strategies as described above in the Program Goal section. If a proposal includes both strategies, please include a separate and clearly delineated budget for each strategy. Collaborative efforts carried out by more than one entity are encouraged; however the community foundation asks that one lead agency serve as applicant in response to this RFP, with signed Memoranda of Understanding from the other partner agencies. Examples of the types of project activities that may be supported are: legal research to identify the specific type of ordinance to be promoted; public outreach and education to inform municipal residents about the predatory nature of payday lending and help them make informed decisions about consumer borrowing and the various options that are available to them; dissemination of public education information through media outlets; preparation of advocacy materials and holding of briefings for public officials; and mobilization of community members in support of proposed legal remedy. Successful applicants/collaborative partner entities could include: advocacy organizations, public policy research institutions, neighborhood/community-based organizations, marketing and communications firms, and legal services organizations.

While we expect that most of the proposals funded will focus on program implementation, we also may consider requests for planning grants as stand-alone endeavors where a compelling case can be made for them. Planning grants from Silicon Valley Community Foundation are intended to assist organizations to explore the feasibility of a new project that will respond to the community foundation's RFP grantmaking strategies. Some examples may include: collaborative undertakings, consideration of innovative new programs and service areas, and other promising opportunities that require additional exploration or research.

The community foundation will make a limited number of planning grants that correspond to the RFP strategies. For these types of grants, the community foundation is interested in projects that have potential for significant impact in the RFP priority areas and where planning activities are a necessary component for moving an issue forward. The community foundation will consider funding planning projects that:

- Are collaborative in nature and bring new public and private partners together to address the RFP strategies.
- Focus on planning that seeks to improve program service delivery.
- Will lead to projects that are concrete, practical and impactful.
- Propose to replicate a model that requires adaptation, but lacks the financial resources, skill sets or expertise to undertake a planning process without outside assistance.

The community foundation will not fund planning that is part of an organization's or program's ongoing activities. The community foundation recognizes that planning grant monies may be needed to retain outside professional assistance where multi-agency collaboration will be undertaken.

Note that successful planning grant recipients are not guaranteed to receive an additional grant for project or program implementation, but such support may be awarded.

## Application Process

### 1) Review of reference materials.

- Key Dates (<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-asset-building.pdf>)
- RFP for Economic Security: Anti-Payday Lending Policy Advocacy
- Report on the Status of Payday Lending in California and more resources about predatory payday lending (<http://www.siliconvalleycf.org/video/predatory-payday-lending.html>)

### 2) Participation in one 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 two days prior to the date of the information session. Only those organizations considering a response to a 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 Wednesday, January 5, 2011. In order to be fair to all applicants, there will be no exceptions to the deadline for late proposals.*

## Key Dates

- |                              |  |
|------------------------------|--|
| <b>Dec. 1, 2010:</b>         | Information session (Please visit our website to register) |
| <b>Jan. 5, 2011, 5 p.m.:</b> | Proposal submission deadline                               |
| <b>February 2011:</b>        | Announcement of grant awards                               |

## **Proposal Evaluation Criteria**

Proposals for implementation grants should include a narrative that responds to the questions posed at the end of this document and include any other information necessary to explain the proposed project. The narrative should be a maximum of eight typed pages, use 12-point font and no less than one-inch margins. Implementation 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 staffing and 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.

The community foundation may consider modest-sized planning grant requests (\$50,000 or less) that would enable possible collaborators to come together and explore public and other stakeholder outreach, education and mobilization activities under the first strategy. Narrative proposals for planning grants should be a maximum of eight typed pages, 12-point font and no less than one inch margins. Planning grant proposals will be evaluated using the following criteria:

- A rationale for why a planning grant is needed as a first step to meeting the objectives of the RFP.
- The principal focus and objectives of the proposed planning grant.
- Responsible planning grant personnel.
- Estimated timetable.
- Other sources of support for the proposal, if applicable.

## **Total Awards**

Successful applicants are expected to receive grants in the range of \$50,000 to \$200,000 for a minimum of one year, depending on the type of grant awarded (i.e., planning or implementation) and scope of proposed activities. Please think carefully about all the aspects of the proposed project that require support, prioritize what you need, and budget for those items. 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. Planning grant requests will be considered as noted above and should not exceed \$50,000 for a minimum of one year.

Please note that 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.

## **Review and Selection Process**

An 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.

*Successful applicants will be informed of selection in February 2011.*

### 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 and/or presentation to community foundation staff and donors, and a final report.
- 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, as well as participate in research-based evaluations.

*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.*

## Grant 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 Wednesday, January 5, 2011. In order to be fair to all applicants, no exceptions 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

## Economic Security: Anti-Payday Lending Policy Advocacy

Submit one electronic copy to:  
[grantproposals@siliconvalleycf.org](mailto: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](mailto:grants@siliconvalleycf.org)*

### General Information

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

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

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

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:

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

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## 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?
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?
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— e.g. identify and train X# of community leaders to participate in outreach activities.)*
7. What are the unique aspects and features of your project?
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?
13. If the proposal were to receive funding from the community foundation, how will your organization sustain the project after the funding period ends?
14. Collaborative Partners/Agencies (if any) and their contact information.

## 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 \$1.7 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

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

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