A. REASON FOR THIS RFQ:

OneMacomb, an initiative of Macomb County Executive Mark Hackel, wishes to contractually engage a Project Manager to lead the development of a strategic plan for the social and economic integration of immigrants and multicultural residents into our community. The plan will be a set of intentional, systematic steps that respond to and move toward the Macomb County community’s broad vision for the future, beginning with OneMacomb’s vision: *A community that welcomes all people and celebrates their unique contributions.*

B. APPLICANT QUALIFICATIONS:

The successful applicant for the position of Project Manager

- May be an individual or a firm;
- Must possess the personal and interpersonal qualities and abilities needed for this project, including the ability to build relationships with persons from diverse backgrounds, to motivate and guide others with patience and empathy, to act with discretion, independent judgment, and political acumen, and to demonstrate adaptability, creativity, flexibility, and integrity;
- Must have experience with project management and experience as a group facilitator, including excellent meeting management skills and knowledge of group governance and decision making processes;
- Must be supportive of multiculturalism and of racial and social equity;
- Must have experience in working with communities of color;
- Must have experience in community-based assessment or planning;
- Must have experience in data analysis and report writing, including the writing of well-formatted final reports; and
- Must have experience in working directly with one or more non-dominant segments of the community, including but not limited to:
  a. Immigrants and refugees;
  b. Persons of color;
  c. Members of ethnic populations which are relatively new to Macomb County;
  d. Native speakers of languages other than English;
  e. Persons with visual/hearing/physical/speech/cognitive impairments; and
  f. Persons of different types of sexual orientation, gender identity, and gender expression.

The successful applicant will be responsible for helping OneMacomb fulfill the grantee expectations of our Gateways for Growth (G4G) Challenge Grant (see appended information), which was awarded to OneMacomb by the Partnership for a New American Economy Research Fund (PNAERF) and Welcoming America. The successful applicant will be familiar with and comfortable with the process described in Welcoming America’s “Community Planning Process Guide,” which can be found at:

C. OBJECTIVES & DELIVERABLES

1. Convene a broad group of community partners and conduct an initial meeting, two subsequent meetings at appropriate intervals, and a final meeting of those partners.
   a. OneMacomb will advise about the initial cohort of community partners to be convened. Expect 50-75 participants, including one or more representatives from each of the following sectors:
      - Business;
      - Education;
      - Ethnic community-serving organizations;
      - Faith-based and charitable organizations
      - Government (economic development and workforce agencies);
      - Government (elected officials);
      - Government (human and social service agencies);
      - Health care organizations
      - Housing and transportation providers
      - Immigrant and refugee-serving organizations;
      - Individuals with impairments-serving organizations;
      - Law enforcement;
      - Media
      - Racial and social equity organizations
      - SOGIE-involved organizations
   b. Includes meeting evaluation and maintaining documentation of what occurs during meetings

2. Solicit, review, and present to community partners at meetings existing data and information relevant to the demographics, social integration, and economic inclusion of immigrants and persons named in other groups mentioned in B. above into Macomb County, including
   a. Customized research materials received from PNAERF under the G4G grant, and
   b. Other data and information solicited from and provided by the community partners.

3. Between the community partner meetings, conduct up to 30 key informant interviews with representatives of the sectors mentioned in C.1. above.
   a. The purpose of the interviews is to identify urgent areas of concern, disparity, unmet need, etc. for immigrants and the other groups mentioned in B. above which could be productively addressed by the Macomb County partner community.
   b. OneMacomb will advise on the QR to be used for the interviews.
   c. Includes maintaining documentation of what occurs during interviews, collation and analysis of statements and recommendations, and reporting back results of interviews at community partner meetings.

4. With information garnered from community partner meetings and key informant interviews, 
   a. Recommend the governance structure and component committee structure of a new, non-governmental, Macomb County entity. The purpose of the new entity will be to promote both social integration (“Welcoming”) and economic inclusion of immigrants and persons from the other groups mentioned in B. above (and other groups which may emerge).
   b. Includes meeting evaluation and maintaining records of what occurs during meetings.

5. Make a good-faith effort to identify an individual from the sectors named in C.1. above who will voluntarily chair each committee.
6. Develop an initial set of strategies for each recommended committee to pursue, including, as appropriate, outreach and messaging strategies addressed to the receiving community (residents and businesses).

7. By February 15, 2017, produce and provide a well-formatted final report in both hard copy and digital formats which includes a narrative of what was done, how it was done, who was involved, what data and information were considered, and what products were produced, including all recommendations.

8. Although the Project Manager will function as a responsible professional, he/she will, throughout the course of C.1-7 above, be available and responsive to inquiries and input from identified OneMacomb representatives and from Welcoming America/PNAERF.

D. SUBMISSION INSTRUCTIONS:

Applicants must provide all the following:

1. A resume’ with standard information.

2. A narrative letter which includes evidence of how the applicant possesses the qualifications set forth in B. above.

3. A writing sample relevant to this RFQ

4. References – Three (3) current references, with contact information, for work performed by the applicant similar to the work required here.

5. The applicant’s total and itemized charge for performing all the work required here.

6. Letters of recommendation are optional but welcome.

To be eligible for consideration, responses must be received by June 24, 2016 at:

OneMacomb
Attn: Janine Sechrist
Department of Health & Community Services
Macomb County Administration Building – 8th Floor
One South Main Street
Mount Clemens MI 48043
PARTNERSHIP FOR A NEW AMERICAN ECONOMY RESEARCH FUND &
WELCOMING AMERICA

REQUEST FOR LETTERS OF INTENT
FOR
THE GATEWAYS FOR GROWTH CHALLENGE
December 2015

SUMMARY
The Gateways for Growth Challenge is a competitive opportunity for local communities to receive research, technical assistance, and matching grants from Welcoming America and the Partnership for a New American Economy Research Fund in support of the development of multi-sector plans for welcoming and integrating immigrants into local communities.

ABOUT THE PARTNERS
Partnership for a New American Economy Research Fund
The Partnership for a New American Economy Research Fund (PNAERF), together with the Partnership for a New American Economy Action Fund, brings together more than 500 mayors and business leaders united in making the economic case for streamlining, modernizing, and rationalizing our country’s immigration policies at the national, state, and local levels. It has worked with several communities around the country to provide quantitative data on the role of immigrant communities in the local economy and to support multi-sector strategic planning efforts to develop public-private immigrant integration strategies.

Welcoming America
Welcoming America (www.welcomingamerica.org) connects a broad network of nonprofits and local governments in more than 90 communities across the U.S., and supports them in developing plans, programs, and policies that transform communities into vibrant places where everyone’s talents are valued and cultivated. Welcoming America also hosts the Welcoming Cities and Counties Initiative, which connects immigrant-friendly local governments throughout the U.S. and supports them in working with nonprofit, philanthropic, faith and business partners to create and implement immigrant integration agendas.

BACKGROUND
Over the past few decades, more and more communities across the United States have been shaped by immigration, seeing their demographics shift with new populations that have revitalized neighborhoods, added vitality to business corridors, enriched communities with cultural diversity, increased the tax base, and spurred innovation and creativity in local colleges and universities. With these changes have come both opportunities and challenges—opportunities to leverage the myriad economic and civic contributions immigrants make in their new home, and challenges to ensure that cities meet the needs of and engage an increasingly diverse population. In the face of this,
increasingly cities have begun to think proactively about how to formulate local policies and initiatives that create an environment that maximizes the contributions of all residents and gives them the tools they need to thrive and succeed.

Cities have approached this work in several ways, with efforts led by mayor’s offices and city councils as well as local chambers of commerce. Increasingly, communities are creating plans to welcome and integrate new Americans, bringing multiple stakeholders from local government, business, and civic organizations to work together to craft a vision and strategy to make the community more inclusive and economically vibrant. In most cases a multi-sectoral task force or steering committee is appointed to lead this work over a period of months, and is tasked with providing concrete recommendations on what the city should do to promote immigrant integration, from economic development strategies to encouraging civic engagement and a positive public narrative around immigration. Some cities that have gone through this process include Atlanta, Baltimore, Charlotte, Chicago, Cincinnati, Dayton, and Pittsburgh.

To support these efforts, and the growing desire from civic and business leaders to be proactive when it comes to immigrant integration, the Partnership for a New American Economy Research Fund and Welcoming America will be offering resources to aid this process in cities that have demonstrated a public-private commitment to facilitating a community-wide strategic planning process to see this work through. These resources will range from tailored research products that illustrate and quantify the role immigrants play in local economies to direct, on-the-ground technical assistance. For cities that have the commitment of a local funder, there will also be an opportunity for a modest matching grant to support the planning process.

**STRATEGIC PLANNING SUPPORT OFFERED**

Welcoming America and PNAERF will work with a maximum of 15 communities under this competitive opportunity. Communities will receive assistance in one or more of the following areas:

1. **Local Research**
   In many places, a lack of information around who immigrants are and how they engage in the economy prevents cities from designing programs that maximize the skills and talent of their global community. Up to 15 communities will receive customized research products that highlight the economic and demographic impact of immigrants and refugees locally, including their tax contributions and spending power, roles in the local labor force, population and demographic trends, and other key information. This research can be used to inform existing planning processes, or can be used to start the conversation on why a city should proactively develop an immigrant integration strategy. Examples from other cities include: Denver, Cincinnati, Louisville, Nashville, and Atlanta.

2. **Direct Technical Assistance**
   Up to ten communities will receive at least one site visit from a Welcoming America and/or Partnership for a New American Economy Research Fund representative to provide direct technical assistance (TA) in the development of their strategic plans between March and December 2016. For communities just starting out, this TA could be offered in the form of an initial convening or stakeholder meetings facilitated by PNAERF and/or Welcoming America that brings together key leaders across sectors in the community. For communities farther along in this process, this could
include facilitating community engagement in the planning process; sharing best practices and models for developing an integration strategy or recommendations; or advice on public messaging campaigns. Follow up telephone coaching would also be available.

3. Matching Grants
At least five communities that have been able to secure a commitment from a local funder (a community foundation, corporate sponsor, or the city itself) to support this work will be eligible to receive a small planning grant of $12,500—to be matched locally for a total of up to $25,000—towards their strategic planning process to be completed in 2016. Some ways these funds could be used include (but are not limited to) hosting an initial convening of stakeholders; developing a community outreach and messaging campaign; supplementing staff time for a point-person for managing or facilitating the strategic planning process, etc. Matching grant recipients will be required to enter into a grant agreement with PNAERF in order to receive funding.

4. Participation in Peer Learning Leadership Program
Communities selected to receive a matching grant for their strategic planning process will also be given access to a unique peer learning opportunity wherein the designated staff person leading the planning process in each city will participate as a fellow with a select cohort of peers from cities around the country. These leaders will have tailored programming and networking opportunities over the course of 2016 to build a community of colleagues undertaking similar work at the same time.

GRANTEE EXPECTATIONS/Criteria

Successful planning processes bring many partners to the table, and are coordinated by one or two organizations that convene and support the work behind the scenes to give direction to the effort. Letters of Intent are being requested from organizations that will—together with a partner organization—lead this planning effort. We strongly encourage letters to come either from city government or from chambers of commerce, but letters from non-profits or foundations will also be considered. Although the lead organization can be any of these entities, demonstrated institutional support for this planning effort from either local government or a local chamber of commerce is strongly preferred. While communities at the very initial stages of community planning that may still need assistance in identifying community partners and champions are encouraged to apply for research and direct technical assistance, communities interested in the grant opportunity will need to demonstrate a secure commitment from a local community foundation or corporate sponsor.

Communities applying for support must demonstrate evidence of the following:
- Metro area population of at least 150,000 people;
- Commitment from a lead/convening partner (e.g., city/county government, local chamber, nonprofit);
- Interest or endorsement from the private sector (e.g., local chamber, economic development entity);
- Ability and staff capacity to appoint an individual or committee to oversee and coordinate the planning process within the community, as well as serve as the liaison between the community and Welcoming America/PNAERF; and
• Commitment to developing and publicly releasing a multi-sector strategic plan in 2016 that engages community leaders in the planning process.
• For communities applying for the matching grant, demonstrated financial commitment from a local community foundation or corporate sponsor to match the grant awarded.

REVIEW CRITERIA
Letters of Intent will be judged on the following criteria:
• Commitment of lead organization to facilitate this strategic planning process. Letters submitted by city entities or chambers of commerce are preferred, but non-profits will also be considered.
• Strength of local partnerships and organizational capability of the proposed collaboration, as well as prospects for new partners from multiple sectors to join the effort;
• Demonstrated capacity of a staff person to lead this effort;
• Evidence of leadership, vision and commitment to working toward immigrant integration;
• Whether the letter is coming from a place where the number of immigrants is growing rapidly and significantly changing the social, economic and political dynamics in the community or a community that is actively seeking to attract immigrant residents;
• Level of understanding of community integration needs; and
• Potential to leverage local funding.

LETTERS OF INTENT REQUIREMENTS/APPLICATION PROCESS
This request solicits Letters of Intent from city government or chambers of commerce interested in leading a strategic planning process towards a community welcoming initiative for their city or county. Applications from other entities (such as non-profits, community foundations, etc.) will be considered if there is a demonstrated commitment from a city agency or chamber to partner.

Letters of Intent should be in 12-point font, no longer than four one-sided pages, and should not include a cover letter. Letters are due to by Friday, February 5th at 5pm EST to challenge@gatewaysforgrowth.org.

A webinar to address Frequently Asked Questions will be held on Friday, January 22nd from 3-4pm EST. To register please contact Hannah Carswell at Hannah@welcomingamerica.org.

LETTER OF INTENT QUESTIONS
1. Identify the lead agency, including:
   • Agency name
   • Contact person and title
   • Address
   • Phone, fax, e-mail and website address
   • Tax-exempt status.

2. Identify the geographical boundaries of the community, the population size, and the estimated size of the immigrant community. If there is information on the ethnic breakdown and characteristics of the immigrant community, please include this, but
more important is a narrative on the city’s recent immigration history.

3. Identify the level(s) of support the community is applying for: research, direct technical assistance, and/or matching grant. If applying for a matching grant, identify the local funder who is committed to supporting the planning process. Matching grants must amount to $10,000 - $12,000 and should be cash donations. Should they be selected to submit a full proposal, communities requesting a matching grant will be asked to submit a letter of commitment from the local funder at the time the full proposal is due.

4. Explain why immigrant integration and creating a multi-sector strategic plan is important to your community. How has your community approached integration before? What have been challenges of immigrant integration up until this point, and how do you envision an immigrant integration strategy and planning process addressing these challenges?

5. Identify a partner from the private sector who will support this process and be involved in the planning process. How will this partner be engaged? Should they be selected to submit a full proposal, communities will be asked to submit a letter of commitment from the identified local partner at the time the full proposal is due.

6. Identify who else will be involved in the planning process and their organizational or community affiliations. Explain each participant’s role and why each will be involved. Who will be the key contact be for coordinating the plan and serving as the liaison with Welcoming America and PNAERF?

7. Describe any other community planning processes the above community members have participated in before. How will this planning process be different and/or add to work that’s previously been done?

CONTACT FOR INQUIRIES
All questions about the Request for Letters of Intent process should be sent to challenge@gatewaysforgrowth.org.
**Item 1: Lead Agency Information**

**Name:** Macomb County, MI * OneMacomb Initiative  
**Contact person/title:** Pam Lavers, Deputy Macomb County Executive  
**Address:** One South Main, Eighth Floor, Mt. Clemens, MI 48043  
**Phone, fax, email, website:** 586-469-7001, 586-469-7257, lavers@macombgov.org, diversity.macombgov.org  
**Tax-exempt status:** OneMacomb is a Macomb County government initiative, Federal ID 386004868

**Item 2: Our immigrant community, in geographic and demographic context:**

Macomb County is located in Southeast Michigan, north of Wayne County and the City of Detroit, east of Oakland County, south of Lapeer County, southwest of St. Clair County, and directly west of Lake St. Clair. Macomb County is comprised of 27 local units of government. We are characterized by dynamic urban clusters, expansive networks of industry, pristine natural features and fruitful agricultural lands. From our densely populated southern cities to our charming rural villages, we possess a wealth of assets that makes Macomb County a desirable place to live, work and play.

Macomb County’s population is 860,000, about 10% foreign-born. We are home to one of North America’s largest populations of Iraqis (>15,000), Albanians (~ 5,000), and Bosnian/Herzegovinians (~ 3,000), essentially all of whom arrived within the past generation or less.

USCIS documents that 2,500 Macomb County residents are naturalized here annually, implying an overall new-immigrant population of about 5,000 people annually. Additionally, in recent years as many as 1,500 refugees, primarily Chaldeans, have been resettled in Macomb County annually.

Our population growth in the last decade is not primarily “natural increase” (births over deaths), but is the result of international immigration of multiple immigrant and refugee groups and of domestic in-migration of African-Americans.

Macomb County’s demographics in the last 25 years changed from less than 3% Black to almost 12% Black, and from 96% White – essentially all German, Polish, Italian, and Irish (GPII) - to being 80% White, but with increasing populations of recently-arrived Iraqis, Bosnians, Albanians, Bengalis, and others replacing decreasing GPII populations. We have had significant influxes of East Asians from the Philippines, Vietnam, Thailand, Laos, and China, and of Mexicans, other Hispanics of both races, and multi-racial persons.

Our intermediate school district documents over 100 languages spoken in the homes of our schoolchildren: Arabic and/or Chaldean in over 4,500 homes, Spanish and Albanian in 1,400 homes each, Bengali, Hindi, or Urdu in 700, Hmong or Vietnamese in 700, and so on. In the past 25 years Macomb County has truly become a “New Gateway” community for international arrivals.
Item 3: The level(s) of support we are applying for:

In order to carry the work of OneMacomb and its partners forward, we are requesting support in all three categories: for Research, for Direct Technical Assistance and for a Matching Grant.

RESEARCH: While we have made a good start in gathering immigrant demographic data, we are sure more is available than we have in such spheres as education, employment, health and housing. Also, and most particularly, we are in great need of research to augment our current non-quantitative understanding of the economic impact of immigrants locally.

DIRECT TECHNICAL ASSISTANCE: OneMacomb is an initiative created by our County Executive to promote multiculturalism, led by a deputy county executive and a small group of Macomb County employees. With the County Executive’s leadership and guidance, OneMacomb has made progress in building relationships and community partners in our welcoming work including Welcoming Michigan, but has not yet done a collaborative planning process with those partners.

We need technical assistance to further develop our purpose, direction, partnerships and relationships with multiple committed public, private, and non-profit stakeholders representative of both the immigrant community and the receiving community. We need to use our current data and our Gateways for Growth research data to create a OneMacomb strategic plan with “SMART” (specific, measurable, achievable, realistic and time-related) objectives and action steps. Because we lack the technical expertise to accurately and efficiently extract information from the ACS, we also request technical assistance to develop internal expertise in using the ACS and other resources.

The MATCHING GRANT will bring the total project budget to at least $25,000. We will be a local funder at up to $4,000 (new dedicated funds), and are soliciting at least $8,500 local funding from businesses, local chambers, local foundations, and non-profits. (In fact, more than that amount has already been committed from community partners - see Appendix D). The grant budget will be used as follows: To bring an experienced facilitator and other staff on board; to facilitate county-wide community engagement in the planning process through convenings, focus groups, and key informant interviews; to engage the community through social media and broadcast media messaging; to attend key regional and national summits and conferences; to perform additional research; and to produce reports and other products in multiple formats.

Item 4: Why immigrant integration and creating a multi-sector strategic plan are important here:

For nearly two centuries Macomb County has attracted domestic migrants and international immigrants, attracted initially by our fertile soil and agricultural potential and later by our proximity to Detroit and the automotive boom. From the beginning our demographic patterns have been complex, adding in succession Belgians, Germans, Poles, Italians and Irish, and in more recent decades large Albanian, Bosnian, Middle Eastern, South Asian and East Asian populations. As elsewhere, Macomb County’s native-born residents have
not been consistently welcoming to those who arrived later. But like enlightened locales nationwide, Macomb County has begun to provide leadership and vision on issues of culture, diversity, inclusion and race, and is poised to go further. Both the aging and retirement of our Baby Boomers and the steady depopulation of our urban centers provide strong economic arguments for a workforce invigorated by foreign and domestic immigration. OneMacomb was established to sculpt an environment where all Macomb County residents are welcome. We know that much community integration work remains to be done, but we are certain that by engaging all sectors and demographic groups in the creation of a strategic plan, our county will be a place where all will thrive and which all will be proud to call home.

Our community integration work began in earnest three years ago: In 2013 OneMacomb joined Welcoming America’s Welcoming Cities and Counties Initiative. We formed a close, ongoing relationship with Welcoming Michigan staff, and began community projects such as Breakfasts of Nations, Diversity Youth Summits, and (with our local USCIS Field Office) Naturalization Ceremonies. Each successive year we have expanded our Welcoming Week footprint, with activities as diverse as citizenship workshops for aspiring New Americans and storytelling events at our local Museum of African-American History. OneMacomb has reached out to ethnic chambers of commerce, large employers, cultural organizations, consulates, school ESL programs, diversity and inclusion-focused agencies, units of local government, arts and culture institutions, and many others, always attempting to raise awareness and promote multiculturalism and inclusion.

In 2014 we began training County department directors and other leaders in cultural diversity, engaging acclaimed Michigan State University Extension trainers to provide day and a half, two-day, and in some cases three-day training sessions. In 2015 we contracted with our EAP to begin parallel efforts to train our entire 2,400-person workforce, and in 2016 will continue our successful Ethnic Lunch ’n Learn series and will offer paid release time to our workforce to attend diversity-oriented programming offered by best-in-class Macomb Community College.

On the heels of relationship building must come a strategy for action, for breaking down intra- and inter-cultural barriers, for engaging the receiving community and the business community, and for creating a unified message which simultaneously respects each culture individually while operationalizing Dr. Martin Luther King, Jr.’s maxim that “Whatever affects one directly affects all indirectly.”

**Item 5: Identify a partner from the private sector and how you will engage that partner:**

In Appendices A, B, and C we document well over 200 community partners OneMacomb has engaged with, about half of them closely, over the past several years. For Gateways for Growth, we have engaged major partners in five sectors to help us lead the planning process: hospitals, foundations, non-profits providing direct services to the immigrant/refugee community, our local chamber of commerce, and our local community college. These partners will assure that the perspectives of major immigrant and ethnic communities are included, and that the right business/economic development questions
are addressed. Letters of commitment from eight partners from these sectors are given in Appendix D. Should we advance to the final round, we will identify all of our major partners and submit their letters of commitment, per the Grant Guidance.

**Item 6: Who else will be involved in the planning process, and with what roles:**

As stated in Q.5 above and in Appendix D, we will have major local funding partners from multiple sectors. These major partners will share some administrative responsibilities, such as chairing committees and work groups. We will also reach out to business-sector stakeholders, including both those which operate foreign-owned businesses here (Appendix B) and the diverse organizations which have been nominated for our “Model of OneMacomb Business Awards” (Appendix C). Although we are not asking our three refugee resettlement agencies (Appendix E) them for cash participation, we will also engage them in the planning process. And we will maintain our current close and effective partnership with Welcoming Michigan.

Our key contact for coordinating the plan, and our liaison with Welcoming America and PNAERF is Deputy County Executive and OneMacomb Chair, Pam Lavers.

**Item 7: Describe other community planning processes the partners have engaged in.**

Active OneMacomb member Steve Gold also directs the Macomb County Department of Health & Community Services, whose constituent agencies – the Health Department, the Community Action Agency, and MSU Extension – have engaged in or are engaging in major planning initiatives, such as the vetted, effective MAPP process (http://www.naccho.org/topics/infrastructure/mapp/) used by the Health Department and the statewide Issues Identification Process (http://msuespotlight.com/2015/11/19/statewide-msu-extension-and-abr-issue-id-survey-deadline-extended/) MSU Extension uses. Also, all of our hospital partners are performing Community Health Needs Assessments, mandatory under the Affordable Care Act. Similar efforts are underway currently or periodically in the administrative offices of many of our partners. We will use the lessons learned from these earlier planning processes to inform our planning under Gateways for Growth. Macomb County is fortunate to have many experienced and sophisticated organizations familiar with and committed to community-based planning.

**APPENDICES**

A: OneMacomb community partners, including ethnic organizations, agencies, chambers and consulates.
B: Foreign-Owned Businesses located in Macomb County
C: Model of OneMacomb Business Award Nominees
D: Letters of commitment for matching grant
E: Refugee resettlement agencies operating in Macomb County

OneMacomb Gateways for Growth Challenge Grant Application