



2018 HANDBOOK

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PART 1

Program Information



History and Goals

PA is READY Background:

In September 2014, Pennsylvania Immigration and Citizenship Coalition (PICC) began convening member and partner organizations in anticipation of then-President Obama enacting an Executive Order creating new forms of administrative relief for undocumented immigrants currently living in the U.S. These organizations came together and created *PA is Ready!* as a vehicle for providing quality, high-volume services across Pennsylvania. Members developed a service model that would ensure that Pennsylvania immigrant community members had access to the information and assistance they needed to apply for the both existing and anticipated forms of relief, and began raising funds to support collaborative projects utilizing the service model. Despite the Supreme Court's tie vote in June 2016 that halted the implementation of new forms of administrative relief, the *PA is Ready!* coalition pressed forward in recognition of the many already unmet needs of immigrant communities across the Commonwealth.

Since 2016, with the support of many local funders, The Philadelphia Foundation and PICC have raised or leveraged close to \$800,000 to support the work of *PA is Ready!* In that time, *PA is Ready!* has connected large and small cities with rural groups who are now more equipped to both support their own communities and engage in statewide advocacy efforts.

These collaborative projects reached 6,265 individuals through 105 information sessions, and 38 legal clinics across 20 Pennsylvania counties. The coalition completed 858 legal eligibility screenings and 846 applications, as well as trained 359 new community volunteers from diverse immigrant communities in Pennsylvania. Of those, 70 are now trained to provide basic legal screenings with members of their own communities. *PA is Ready!* connected large and small cities with rural groups, who are now more poised to engage in statewide advocacy efforts.

Current Needs:

While the impetus for *PA is Ready!*'s formation was then-President Obama's new executive orders on immigration, the need for a robust and organized network of immigrant groups across the state has never been clearer. Unprecedented changes to immigration policies and programs include eliminating programs such as Deferred Action for Childhood Arrivals (DACA) and Temporary Protected Status (TPS), severely limiting refugee resettlement, and proposed limits to legal immigration. It is more important than ever that immigrant-serving organizations are able to build their capacity to address community needs related to increased enforcement, broaden awareness of immigrant rights, continue to provide quality immigration services, and build the leadership of immigrant and refugee communities in advocacy efforts. *PA is Ready!* provides a ready-made vehicle for this urgent work

In response to the changed political climate, PICC and member organizations are adjusting the *PA is Ready!* framework to meet the ongoing needs of immigrant and refugee communities.

Identified needs include:

- **Rights awareness training:** Undocumented communities are under-informed about their rights and lack information about how to advocate for family members who are facing deportation. The elimination of programs that provided temporary protection and increased enforcement mean that more community-based and legal deportation defense options are needed.
- **Increased advocacy and organizing:** Immigrant and refugee communities seek to defend existing programs, while continuing to push for more just and humane immigration policies overall – such as the DREAM Act and a legislative version of TPS.
- **Fraud prevention:** In the face of the constant attacks on immigrant and refugee communities at both the state and federal levels, individuals are vulnerable to unscrupulous private service providers (both attorneys and non-attorneys) who charge exorbitant fees for “guaranteed” legal status and protection from deportation.
- **Broader access to services:** In rural and suburban areas of Pennsylvania, access to quality immigration services is severely limited. Even in Philadelphia, legal service providers have long waiting periods. This results in under-application for available forms of relief such as U-Visas, VAWA applications and family visas, as well as low naturalization application rates of Legal Permanent Residents.

PA is Ready! Goals:

To address these needs, PICC and member organizations will build on the model used in 2016 and 2017 and continue to be guided by four primary goals:

- Build statewide capacity to provide immigration assistance, including: comprehensive legal screenings, citizenship applications, deportation defense packets, and community-based responses that protect and defend immigrant and refugee communities from increased enforcement.
 - *PA is Ready!* aims to build the capacity of grassroots groups by training community members to participate in and lead informational sessions and become trained “Community Navigators” who can assist with basic legal screenings and provide non-legal advice.
- Build immigrant leadership and organizing capacity to engage in local, state and federal immigrant rights campaigns
 - *PA is Ready!* aims to train community leaders to be trusted messengers on issues important to immigrant and refugee communities, while at the same time building immigrant leaders’ skills for longer-term leadership of immigration service and advocacy work in Pennsylvania.
- Prevent the exploitation of immigrants through immigration service fraud
 - *PA is Ready!* will connect immigrants to trusted legal service providers and will educate and empower immigrant consumers to prevent immigration services fraud which occurs when non-lawyers pretend to be qualified to provide

immigration legal assistance, or lawyers charge fees for fraudulent work. *PA is Ready!* will also seek to connect victims with the Notario Fraud Project, a statewide initiative run by Friends of Farmworkers that helps victims of these scams seek justice.

- Reach the diverse immigrant communities in Pennsylvania
 - Pennsylvania's undocumented population is diverse including 38% from Mexico and Central America, 8% from South America, 28% from Asia, 10% from Africa, 9% from Europe/Canada/Oceania and 7% from the Caribbean¹. Reaching undocumented communities beyond the Latino community can be challenging due to their smaller number and the associated stigma and fear about coming out as undocumented. It will also become increasingly more important to reach refugee communities due to the attacks on resettlement programs by the new administration.

Objectives:

The specific objectives of *PA is Ready!* for the period of July 1, 2018 – June 30, 2019 are to:

- Build a cohort of organizations trained to implement community-based responses to increased immigration enforcement modeled after the Community Resistance Zones
- Conduct strategic legal case-based campaigns
- Provide basic education about immigrants' rights and legal options to 4000 community members statewide
- Complete 100 Deportation Defense Packets
- Provide 200 comprehensive immigration screenings
- Support organizations through the Department of Justice recognition process
- Train 200 volunteers and community leaders through regional and statewide *PA is Ready!* trainings and organizational mentorship programs

¹ <http://www.migrationpolicy.org/data/Unauthorized-immigrant-population/state/PA>



Coordination Role

The Pennsylvania Immigration and Citizenship Coalition (PICC) is the lead agency for the *PA is Ready!* project and houses a full-time statewide *PA is Ready!* Coordinator. As the central coordinating agency of the *PA is Ready!* project, PICC fills five core functions:

Coordination:

- Works with grantees to achieve project outcomes
- Leads efforts to collaborate with key stakeholders, such as local governments, consulates, educational institutions, and pro bono attorneys
- Leads regular coalition calls and coalition meetings
- Tracks grantee work, collects data, and submitting reports to funders and national partners.

Fundraising:

- Leads and manages fundraising efforts for the *PA is Ready!* project and helps lead funder education briefings

Creating & Maintaining Resources:

- Provides and maintains a centralized location for training, community outreach, and application materials
- Ensures that materials are translated into all needed languages
- Continues to develop new modules for the Community Navigator curriculum to reflect the needs of communities served
- Supporting ICE-raid tracking and collecting information about raids
- Maintaining a list of qualified and vetted private attorneys that can assist with public legal case-based campaigns

Organizational Capacity Building & Support:

- Coordinate at least 4 regional and statewide Community Navigator Series Trainings and other needed trainings throughout the year that are open to all organizations
- Serves as a Fiscal Agent for any member organization without 501(c)3 status
- Coordinating logistics for all regional capacity building trainings
- Facilitating communication and coordination between grantees around case campaigns
- Convene Enforcement Resistance Cohort meetings/conference calls after strategic legal cases have been identified by partnering organizations

The Philadelphia Foundation:

The Philadelphia Foundation (TPF) serves an equally important anchor function on the philanthropic end in three primary areas: 1) funder education 2) fundraising 3) technical

assistance. Aside from hosting and managing the *PA is Ready!* Fund and providing administrative support, TPF provides a seasoned consultant to *PA is Ready!*, who brings expertise in leading strategic philanthropic initiatives and designing grantmaking processes as well as strong connections with local funders. The consultant leads fundraising efforts, coordinates funder education, serves as TPF's liaison to a national immigration-funders collaborative, and provides technical assistance to the Grantmaking Committee.



2018 Framework

After an internal reflection and evaluation process with current and past grantees, *PA is Ready!* has created a funding framework for 2018 that reflects the changing needs of immigrant and refugee communities in Pennsylvania. *PA is Ready!* will continue to use a collaborative grantmaking process led by immigrant-serving organizations to make all funding decision. **The grantmaking process will begin in May 2018, with a funding year of July 2018-June 2019.**

1) Enforcement Resistance Capacity Building Initiative (targeted 60% of funds):

The goal of this initiative is to build the statewide capacity of community-led organizations to engage in community-based responses to protect and defend immigrant and refugee communities from increased immigration enforcement. There are two type of grants under this initiative:

1a. Enforcement Resistance Grants:

Community groups that intend to implement a coordinated, community-based response to increased immigration enforcement in their communities and conduct public case-based campaigns can apply for a \$25,000 grant to be a full partner in the initiative. Number of grants available will depend on overall funding available.

1b. Strategic Legal Partners Grants:

Legal Service Providers that are interested in providing legal support for public case-based campaigns can apply to be a Strategic Legal Partner. Once pre-approved by the Grantmaking Committee, legal service providers will then be eligible to receive between \$7,500 and \$15,000 per case with a limit of \$30,000 per organization to support public case-based campaigns in partnership with a participating community-based organization. The total amount of funding available for Strategic Legal Partners will depend on the overall *PA is Ready!* funding available.

2) Project-Based Grants (targeted 40% of funds):

PA is Ready! will continue to provide project-based grants to collaborative projects. There are two types of grants under this category:

2a. Community-Based Immigration Services:

Using a community-led, collaborative model to increase access to needed services in immigrant communities.

2b. Organization Mentorship:

Building organizational capacity and community leadership through collaborative partnerships in specific areas that achieve *PA is Ready!* goals.



Enforcement Resistance Initiative

The Enforcement Resistance Capacity Building Initiative is a new program under the 2018 *PA is Ready!* Framework. The goal of this initiative is two-fold:

- 1) Build the capacity of community-led organizations to engage in community-based responses to protect and defend immigrant and refugee communities from increased enforcement
- 2) Build capacity of community-led organizations and legal service providers to conduct public case-based campaigns that both protect individuals and highlight the impact of enforcement and anti-immigrant policies

This initiative will be organized using a cohort model, where all grantees will be expected to share lessons learned and support other grantees who launch a case-based campaign.

Enforcement Resistance Capacity Building Trainings:

In order to ensure all grantees will be able to effectively participate in this initiative, PICC will be hosting a series of trainings for all grantee community-based organizations and legal partners.

- Community-based grantees are required to participate in a training on how to implement a coordinated, community-based response to increased immigration enforcement modeled after the “Community Resistance Zones,” and conduct strategic case-based campaigns. These trainings will take place in June 2018 in Pittsburgh, Harrisburg, and Philadelphia. Juntos will facilitate each regional training.
- Strategic legal partners are required to attend a Continuing Legal Education (CLE) training for non-profit and private attorneys on how to conduct public, case-based campaigns and learn best practices for collaborating with community groups. The Free Migration Project will conduct this training in Philadelphia.

NOTE: Any PICC member organization or *PA is Ready!* grantee can send staff, volunteers, and community leaders to the trainings without applying for the Enforcement Resistance Grants. They will be eligible for travel assistance from PICC following established practices.

Public Case-Base Campaigns:

Potential public case-based campaigns include, but are not limited to: sanctuary cases, a public campaign for someone who is detained, a public bond campaign for a community leader, or a case that can advance a particular policy priority for the immigrant community in Pennsylvania.

Either a participating community-based organization or legal service provider can identify potential cases for a public campaign. If a grantee identifies an appropriate case, that

organization will immediately notify the Statewide Coordinator and Enforcement Resistance Cohort to discuss the merits of the case and identify the lead community-based organization and legal service provider.

Identifying the lead community-based organization and legal service provider will be based on the location of the potential case/client, preference of the potential client, prior relationships between community-based organizations and legal service providers, and the current capacity of legal service providers. Cases should be distributed equitably among the Strategic Legal Partners through the year.

Pro Bono Private Attorneys:

PA is Ready! welcomes the participation of reputable and experienced private attorneys in its Enforcement Resistance Capacity Building Initiative. Private attorneys will offer their services on a pro bono basis, be vetted by a member of the pre-approved cohort of LSP, and commit to attend a training prior to commencing work on a case.



Principles & Agreements

Providing quality service:

- PICC commits to coordinating centralized trainings to help ensure standardized knowledge and level of services
- Grantees commit to including immigration services fraud information in all information sessions and packets
- Legal Services Providers commit to providing adequate attorney presence at pro se legal clinics

Engaging in a model that centers the leadership of immigrant communities:

- Grantees commit to recruiting community members to become volunteers, leaders, and Community Navigators instead of relying primarily on paid staff
- Grantees commit to including information about organizing events, community actions, etc. hosted by Community Based Organizations during *PA is Ready!* sessions
- Community Based Organizations commit to gathering sign-in sheets with participant contact information with the goal of engaging participants in activities outside of the project area
- PICC commits to organizing coalition meetings to welcome and include community leaders, e.g. providing interpretation, travel assistance, and childcare

Collaborating with other PA is Ready! grantees to provide services:

- All funded projects will be collaborative in nature
- Grantees commit to following the *PA is Ready!* legal service guidelines for work conducted under the *PA is Ready!* umbrella

Sharing information and expertise with other PA is Ready! grantees:

- PICC will maintain a central online repository of all training materials, community outreach materials, etc. that is accessible to all member organizations
- PICC and grantees commit to transparent information sharing of all grantmaking and funding decisions
- PICC and grantees commit to transparent reporting of project outcomes
- Grantees commit to participating in calls and in-person meetings
- Grantees commit to sharing materials and best practices

Reaching PA's diverse immigrant communities (geographic & country of origin):

- PICC will actively recruit organizations that work in under-represented immigrant communities
- Grantees commit to helping PICC identify new organizations, particularly those that work in under-represented immigrant communities
- PICC will ensure that materials are translated into multiple languages in a timely manner



PICC Community Navigator Program

Community Navigators are trusted community members who receive specialized training to provide quality immigration assistance for their communities in an empowering and effective way. The ultimate goal of the training program is to build the capacity of community-based organizations and service providers to serve immigrant communities, develop the leadership of immigrants and refugees, and to prevent the unauthorized practice of law.

PICC's Community Navigator Program is inspired by the CIRI National Community Navigator Training and adapted to the needs of immigrant and refugee communities in Pennsylvania. After completing the training program, PICC Community Navigators will:

- Understand the basic of immigration law and the current enforcement policies.
- Be able to organize and lead community education workshops on Know Your Rights and Deportation Defense
- Know how to help community members complete deportation defense plans and packets
- Perform immigration relief eligibility screenings under supervision of an immigration attorney
- Obtain the skills to assist community members applying for status change or citizenship at a pro se legal clinic
- Gain valuable leadership and employment skills

PICC has designed a certification program for community members and leaders to become certified Community Navigators. In order to become a PICC certified Community Navigator, participants must:

- Complete the PICC Community Navigator Certification Agreement
- Attend the entire Community Navigator Core Curriculum (Modules 1-6)
- Complete and submit all follow-up review worksheets for each module
- Update the training log after attending each training module
- Submit a completed training log to Alicia Quebral or Carlos Adolfo Gonzalez
- Commit to volunteering at, or organizing, a minimum of 3 community information sessions or legal clinics

PICC staff will review all materials submitted by participants and award certificate of completion to all who qualify. All certified Community Navigators will receive recognition at our annual Statewide Immigrant and Refugee Rights Convening. Undergoing the certification process is encouraged, but not a requirement, to attend any of our trainings.

PICC Community Navigator Curriculum:

Below is an overview of our Community Navigator Core Curriculum.

Module 1: Overview of Immigration Law

The first module provides an overview of U.S. immigration law to help Navigators understand the functioning and shortcomings of the U.S. immigration system. Navigators will learn about the four primary paths for immigrating to the United States, as well as be able to distinguish between different non-immigrant and immigrant status and identify potential forms of relief for undocumented immigrants. This module also provides an overview of recent changes in immigration enforcement policy. Lastly, Navigators learn how to identify, report, and avoid the unauthorized practice of law while screening or assisting other community members to complete their applications during pro se legal clinics.

Module 2: Know Your Rights

Recent changes to immigration enforcement policy have made all immigrants a priority for deportation. More than ever, it is crucial that immigrants and refugees understand their rights when interacting with law enforcement officers. The first half of this module focuses on helping Navigators learn about the rights of immigrants when interacting with police and ICE officers. Navigators then engage in a series of role plays to learn how to react if they are approached by ICE officers on the street or if ICE raids their homes or workplace. Finally, Navigators learn effective techniques for teaching others about their rights.

Module 3: Deportation Defense

Increased ICE raids have produced increased fear and uncertainty in immigrant communities across the country. Having a deportation defense plan can ease anxiety, mitigate the unforeseen consequences of being detained by ICE, and help immigrant families better defend themselves against deportation. This module focuses on understanding what immigrant communities can do to protect themselves and their families from deportation. Navigators learn how to complete deportation defense plans and packets. Navigators also learn the importance of organizing their communities to win welcoming policies at the local and state levels that can help protect them from ICE.

Module 4: Eligibility Screening

One of the primary ways Navigators assist lawyers and DOJ accredited representatives is by completing eligibility screenings. In this module, Navigators learn how to use and complete the eligibility-screening tool. They also learn how to properly interview others and address sensitive questions while screening other community members during a pro se legal clinic under the supervision of an attorney and/or DOJ accredited representative.

Module 5: Citizenship

Becoming a U.S. citizen confers onto immigrants full legal protections, as well as the right to full civic participation in American society. This module focuses teaching Navigators how to assist others with their citizenship application process. Navigators first learn about the requirements and process to become a U.S. citizen. Then they learn how to screen for citizenship eligibility

and complete an N-400 application in a pro se legal clinic under the supervision of an attorney or DOJ accredited representative. Navigators will also learn the requirements for application fee reductions and waivers and how to file these forms.

Module 6: Presentation and Training Skills

Navigators are expected to put their newly acquired knowledge and skills to use for the benefit of their communities. Module 6 focuses on learning the basic presentation and training skills that Navigators will need to effectively present information to others in their communities. Navigators will learn how to effectively plan and present a workshop, as well as what support they can expect from PICC.

Elective Trainings:

In addition to the core curriculum, PICC will be organizing a series of elective trainings for Community Navigators who want to expand their knowledge, build additional skills, and learn new approaches to social change. Potential topics include:

- Principles of effective organizing and advocacy
- Financial Literacy
- Understanding U.S. Government and Civics
- Immigrant Worker Rights

Support from PICC:

PICC is able to support the work of its Community Navigators by providing:

- Assistance with logistics
- Connections to trainers/co-trainers
- Workshop materials and other resources
- Referral source for others who want to become Community Navigators



PART 2

Grant Information



2018 Grant Eligibility & Guidelines

ORGANIZATION ELIGIBILITY CRITERIA:

To be eligible to apply for and receive a grant through *PA is Ready!* each organization named in an application must meet the criteria below.

1) Organization has 501(c)3 status or a fiscal sponsor

2) Organization follows The Philadelphia Foundation Non-Discrimination Policy:

“It is the policy of The Philadelphia Foundation to support organizations, projects and programs that do not discriminate on the basis of race, color, religion, national origin, sex, gender identity, sexual orientation, age, disability or any other legally protected characteristics. The Foundation does not knowingly award grants to organizations that discriminate in their hiring, those they accept as volunteers or the clients they serve.”

3) Organization demonstrates a commitment to:

- Community engagement
- Building leadership of immigrant and refugee communities in advocacy and service projects
- Creating long-term change through its work
- Collaborating and sharing information with fellow organizations
- Upholding *PA is Ready!* Goals and Principles in all work funded through *PA is Ready!*
- Actively participating in *PA is Ready!*

4) Organization has demonstrated expertise and experience:

- Community-Based Organization has demonstrated roots within the community they purport to serve
- Legal Service Provider has demonstrated experience with providing immigration services
- Technical Support Organization has demonstrated expertise in the project area

5) All projects must be based in Pennsylvania and intend to serve residents of Pennsylvania

Proposal Guidelines:

1) Enforcement Resistance Capacity Building Initiative (Targeted 60% of funds):

1a. Enforcement Resistance Grants:

Community-based organizations can apply for a \$25,000 Enforcement Resistance Grant to implement a coordinated, community-based response to increased immigration enforcement in their communities and conduct strategic case-based campaigns. The number of grants available will depend on overall funding available. Grantees must:

- Send at least 1 staff member (or equivalent) and 2-3 volunteers or community leaders to one of the regional trainings
- Actively participate in Enforcement Resistance Initiative cohort calls and meetings
- Share lessons learned from applying “Community Resistance” model to local context with other grantees

1b. Strategic Legal Partners Grants:

Legal Service Providers that are interested in providing legal support for public case-based campaigns can apply to be a Strategic Legal Partner. To become a Strategic Legal Partner, legal service organizations must:

- Demonstrate experience with public case-based campaigns, and/or a designated attorney must attend CLE
- Actively participate in Enforcement Resistance Initiative cohort calls and meetings
- Engage in ongoing mentorship

The PA is Ready! Grantmaking Committee will pre-approve eligible legal service providers to participate as a Strategic Legal Partner. Once approved, legal service providers are then eligible to receive funding to support a public case-based campaign in partnership with a participating community-based organization. The total amount of funding available for Strategic Legal Partners will depend on overall *PA is Ready!* funding available.

Approved Strategic Legal Partners would be guaranteed between \$7,500 and \$15,000 per case with a limit of \$30,000 per organization. Once a legal service provider has been designated as a lead organization for a case, PICC will issue a check for \$7,500 to commence work. If the cost of the case exceeds the initial \$7,500 grant, the legal service provider will receive additional grant funds up to the \$15,000 limit per case at either the completion of the case or at the end of the grant cycle, whichever comes first, using the following guidelines:

- \$7,500 = up to 200 attorney hours
- \$10,000 = 200 attorney hours +
- \$15,000 = 350 attorney hours +

The legal service provider must notify PICC within two weeks of the completion of the case whether it will be requesting additional funds, and in what amount. If the case is still in process at the end of the grant cycle, the legal service provider must provide a projection of additional funds required by June 25, 2019.

It will be the responsibility of the legal service provider to track how funding is spent. Grant funds are ONLY to be used to compensate for attorney hours and other direct costs associated with the case, ie. filing fees. Paralegal or any other non-attorney time will not be covered.

2) Project-Based Proposals (Targeted 40% of funds):

PA is Ready! will continue to provide project-based grants to collaborative projects. All projects must be based in Pennsylvania and intend to serve residents of Pennsylvania. Project-based

proposals for more than 30% of funds available for distribution under this initiative will not be considered. For example, if the distribution will be \$100,000 total, proposals are capped at \$30,000 each. There are two grants under this category.

2a. Community-Based Immigration Services Projects:

A collaboration between a Community Based Organization and a Legal Service Provider to provide access to needed services in immigrant communities. Services provided through these projects can include:

- Comprehensive legal screenings
- Application assistance
- Deportation defense plans
- Fraud prevention & education
- Financial services: ITIN applications, financial literacy
- Access to health and wellness

2b. Organizational Mentorship Projects:

A collaboration between a Community Based Organization and a Technical Support Organization that aims to build the capacity of the Community Based Organization in a specific area that achieves *PA is Ready!* goals, such as:

- Building access to legal services by supporting creation of DOJ accreditation programs
- Financial literacy services for immigrant communities
- Receiving legal assistance from a legal service provider to assist in the implementation of a community-based approach to increased enforcement

Proposals for the following will not be considered:

- General operating or project proposals for individual organizations
- Individuals or scholarship programs
- Research, litigation, or legal expenses
- Capital or endowment campaigns
- State agencies or government programs
- Businesses or business associations
- Reimbursement for services provided by private attorneys

Application Deadline:

Final applications are due at **5:00 pm on May 16, 2018**. Please submit final applications via email with the subject line "*PA is Ready!* Application" to Carlos Adolfo Gonzalez at: carlosgonzalez@paimmigrant.org.

Application Process:

Applicants are encouraged to submit a draft application prior to **Wednesday, April 18, 2018** to the Statewide Coordinator to ensure that the project qualifies for funding and the final application has the best chance possible to be funded. Once submitted, the draft application will be reviewed and the Statewide Coordinator will communicate feedback.

The Grantmaking Committee will host an informational session at least two weeks prior to the application deadline to present the framework, grantmaking criteria, application expectations, and answer questions about the grantmaking process. All potential applicants are strongly encouraged to participate in this informational session. The 2018 information webinar is scheduled for **Wednesday, April 4 from 3:00-4:00 pm**. In addition, PICC will host an additional webinar focused on the new Enforcement Resistance Capacity Building Initiative on **Thursday, April 5 from 3:00-4:00 pm**. Potential applicants will learn what capacity is necessary in order to implement a Community Resistance Zone model and conduct case-based campaigns, as well as how they can use the grant funds to build their internal capacity to replicate these models in their communities.

All final applications received by the posted deadline will be reviewed by the Grantmaking Committee. All submitted final applications will be listed on the *PA is Ready!* website, and all final funding decisions will be posted on the *PA is Ready!* website after decisions are made. Once a final decision is made, the Statewide Coordinator will notify The Philadelphia Foundation of final award amounts and funds should be distributed within two to three weeks.

A final application must include:

- *PA is Ready!* Grant Cover Sheet
 - Please indicate the type of project
 - Please indicate total amount requested and allocation between organizations
- Completed Application Form
 - Please keep answers brief, an ideal application is no longer than 4 pages
- Completed *PA is Ready!* Budget Form
- Supporting documents for organizations applying as a 501(c)(3)
 - Most recent IRS Form 990 or financial audit
 - List of Board of Directors
 - Annual Budget for current fiscal year
 - 501(c)(3) letter
- Fiscally sponsored organizations must submit 501(c)(3) letter for sponsoring organization and list of advisory board or organizational leadership

Grantee Requirements:

In addition to following the *PA is Ready!* Principles and Agreements in all work funded through *PA is Ready!*, grantees must:

- Submit a midyear report and an end-of-the-year report to the Statewide Coordinator via online reporting form with requested data, ie. outreach, attendance, completed applications, and volunteer participation. Please see the reporting requirements section below for further information.
- Inform Statewide Coordinator of scheduled information sessions, legal clinics, etc. to be included in the *PA is Ready!* calendar of events
- Participate in regularly scheduled *PA is Ready!* calls/meetings
- Collect participant contact information
- Commit to recruiting and training community leaders to become certified Community Navigators

Reporting Requirements:

To comply with reporting requirements from local and national funders, all *PA is Ready!* grantee organizations must complete a midyear report by January 1, 2019 and an end-of-the-year report by July 5, 2019. *PA is Ready!* will organize a webinar in July after grants are awarded to explain all reporting requirements and what information grantees should be tracking as they implement their projects. All grantee organizations are required to attend this webinar.

PA is Ready! recommends that community-based organizations receiving funds through the Enforcement Resistance Capacity Building Initiative report qualitative data on a monthly basis. Doing so will allow community groups to effectively capture impactful stories from community members and other qualitative data that speak to the impact of their work, which the organization can utilize to apply and receive additional grants to support their work from other sources.

In addition to other reporting requirements, Strategic Legal Partners will be required to track the total attorney hours spent on each case, the total volunteer/paralegal hours per case, and other related costs. This information will allow *PA is Ready!* to better estimate the cost of case-based campaigns in the future.



2018 Grantmaking Policies

Duties and Compensation of Grantmaking Committee:

The *PA is Ready!* Grantmaking Committee reviews all applications submitted for funding, and will make funding decisions according to the *PA is Ready!* Grantmaking Policies and Criteria.

PA is Ready! uses a unique grant-making model for awarding grants. Instead of individual foundations deciding which organizations will be funded, an 8-person committee makes all funding decisions. The committee is made up of five (5) representatives from grantee organizations elected by former grantees, the *PA is Ready!* Statewide Coordinator, a representative of the Philadelphia Foundation, and a representative of one additional *PA is Ready!* funder.

Elections for the Grantmaking Committee will be conducted annually. All Grantmaking Committee members are required to attend an in-person orientation training prior to the start of the grantmaking cycle to review the grantmaking policies and criteria as a group, ensure a common understanding of the criteria, and schedule the grantmaking meetings for the remainder of the year. Additionally, Grantmaking Committee members must attend two informational webinars to explain the 2018 funding framework and inform potential applicants about the timeline for application submissions and evaluation criteria.

Members of the Grantmaking Committee are expected to participate in all grantmaking activities, including the orientation training, informational webinars, and grantmaking meetings. The total time commitment is expected to be 15-20 hours.

We understand that this commitment of staff time can be especially onerous for smaller partners. Thus, each organization represented on the Grantmaking Committee is entitled to receive a \$500 stipend. The organization will then have the following three options: 1) Organizations can receive the stipend; 2) Organization can donate their stipend to another organization which serves immigrants and refugees; and 3) Organizations can donate the stipend back into the *PA is Ready!* pooled fund.

Grantmaking Policies:

- The total amount available for grants will be announced two weeks prior to the application deadline
- The total amount requested by all applicants will be announced immediately after the deadline
- Grantmaking Committee will only consider applications received by the posted deadline and that fulfill the organization eligibility criteria, proposal guidelines, and include all application materials
- Committee members shall evaluate each proposal individually based on the *PA is Ready!* Grant Eligibility & Guidelines, Principles, Coalition Agreements, and established Grantmaking Criteria to decide whether to fund a proposal

- The Committee may choose to partially fund one or more proposals based on the overall amount requested and availability of grant funds.
 - The total points awarded to each proposal under the Grantmaking Criteria will be used to rank proposals when considering whether to fully or partially fund proposals
- To address sensitivities related to criticism of fellow grantees, the *PA is Ready!* Coordinator will anonymize and aggregate all committee member scores for presentation to the full Grantmaking Committee.

Aligned Funding Policy:

The primary source of funding for *PA is Ready!* will be a pooled fund housed at The Philadelphia Foundation. However, some funders have strict requirements that will not allow them to participate in a pooled fund. In those cases, those funders will be invited to participate in the grantmaking process to identify a specific *PA is Ready!* proposal that fits their requirements and fund that proposal directly. That proposal would then be removed from consideration for funding from the pooled fund.

Conflict of Interest Policy:

To protect the integrity of *PA is Ready!*'s decision-making process and to enable our constituencies to have confidence in our integrity, *PA is Ready!* has established a conflict of interest policy. A conflict of interest exists when a member of the *PA is Ready!* Grantmaking Committee has a personal interest that is in conflict with the interests of *PA is Ready!*, such that they may be influenced by this personal interest when making a decision for *PA is Ready!* This includes the member's business or other nonprofit affiliations, family and/or significant other, employer, or close associates who may stand to receive a benefit or gain.

At the outset of the grant review process, committee members will be asked to disclose conflicts of interests and recuse themselves from decisions about relevant organizations. Any member of the Grantmaking Committee who has an application in front of the Committee will step out the room during consideration of their application. If the Committee has questions about the proposal, including discussion of reducing the proposed goals of a proposal due to partial funding, they will be addressed outside of the meeting, similar to all other applications under consideration.



2018 Grantmaking Criteria

Grantmaking Criteria:

Each proposal will be individually evaluated according to the following criteria. Potential factors to be considered are included under individual criteria. Each member of the Grantmaking Committee will assign points to each criteria, for a maximum total of 100 points per proposal.

Are the stated goals attainable and in alignment with the 2018 *PA is Ready!* goals? (15 points)

- Proposal has a clear plan for achieving goals and addressing challenges

Does this proposal target under-represented immigrant communities? (10 points)

- The project serves geographic area with minimal overlap with other projects
- CBO primarily serves AAPI, African, or other under-represented immigrant communities and groups.

Will this proposal build immigrant leadership and organizing capacity? (20 points)

- The proposal indicates plan to recruit and train immigrant community leaders and volunteers
- The proposal indicates a plan to engage community leaders, Community Navigators, and volunteers outside of the service portion of proposed project

Does this proposal increase statewide capacity to provide immigration services or respond to increased immigration enforcement? (20 points)

- Does funding allow organization to expand into other underrepresented areas?
- Working and collaborating with more/different organizations
- Does the organization propose to expand their services into other communities because of the grant funding?

Will this proposal provide quality services or resistance training in the community? (20 points)

- LSP has capacity to provide adequate attorney coverage at screenings and legal clinics
- Does the organization have the experience to provide the proposed service or training?
- CBO has a plan to build the capacity necessary to implement a community response zone model

To what extent is the request amount reasonable and in line with expectations? (15 points)