



**Expanding immigration services and community
leadership across Pennsylvania:**

A three-year evaluation of PA is Ready!

April 2019

Prepared by Beth Herz

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- ◆ Finally, at the center of this research are the tireless efforts of each of the *PA is Ready!* partner organizations, in each of their communities.

Table of contents

Executive summary	4
Introduction	6
Context	6
The model	8
Community based and legal services organizations	
Participatory grantmaking	
Adaptive network	
Principles	
Three years of accomplishments: The findings	11
Legal and other immigration services	
Leadership development	
Organizational capacity	
Network and partnerships	
Additional approaches	
Participatory grantmaking	
Lessons to inform the network's next phase	16
<i>PA is Ready!</i> Approach	17
Conclusion	18
Appendices	19





Expanding immigration services and leadership across PA:

Executive summary of the *PA is Ready!* three-year evaluation

Context

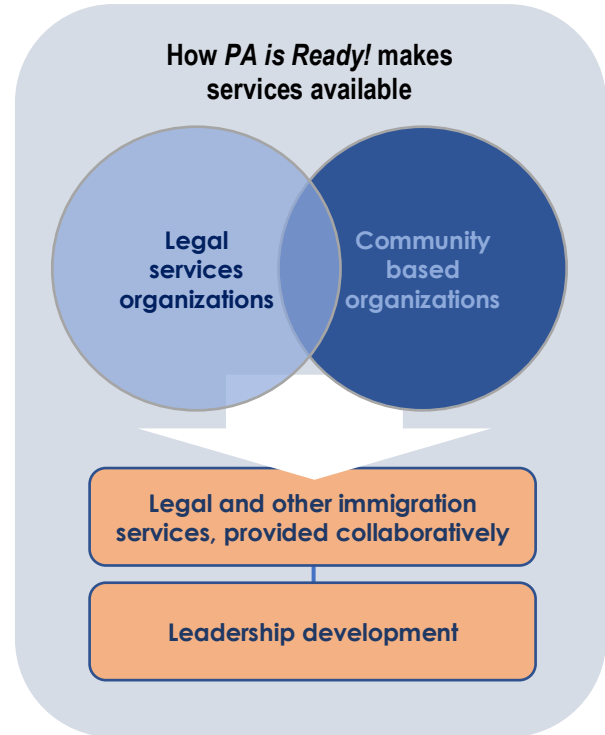
PA is Ready! is a network and participatory grantmaking fund, consisting of 29 organizations that represent and serve Pennsylvania's diverse immigrant communities. Organizations originally came together around a shared vision in 2014, later creating project partnerships between legal services and community based organizations to provide legal and other immigration services and leadership development statewide. With early support from a national pooled fund and local Pennsylvania funders, the network allocated resources to these collaborative projects through participatory grantmaking.

After three years of grants, partnerships, and projects, *PA is Ready!* reflected on its accomplishments and considered how lessons from its first phase will inform future collaborative work across Pennsylvania.

The model

During its first three years, *PA is Ready!* adopted a distinctive operational model. First, core to its approach is deep collaboration between community based and legal services organizations. Second, it operates a well-developed participatory grantmaking fund. Third, *PA is Ready!* is an adaptive network, fostering relationships and new ideas. Finally, a shared set of core principles steers the work.

“[Our partnerships were] minimal before. *PA is Ready!* really got us to a level that we did not have. We had [some] connections, but all we were doing before *PA is Ready!* was serving people... Eyes were opened because we joined. Where we're at now is 100 times where we were before.”



Achievements

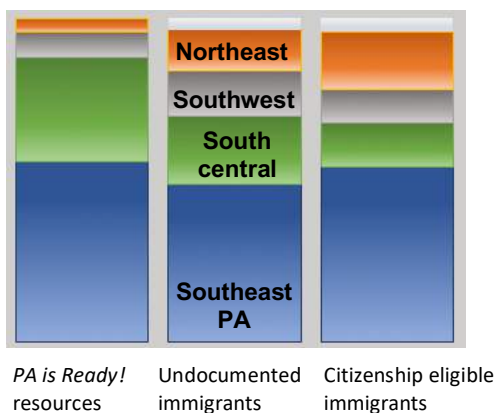
During two and a half years of operational projects, **a community member accessed basic education on immigrants' rights and legal options 8,000 times.** *PA is Ready!* projects offered over 400 legal clinics and screening or information sessions; **conducted 3,000 comprehensive legal screenings; and completed 740 applications.**

PA is Ready! aims to foster leadership among immigrant and refugee community members. Projects engaged community leaders as volunteers and in trainings on over 600 occasions. In addition, **88 leaders received in-depth training through the Community Navigator curriculum,** on how to educate others on their rights, prepare Deportation Defense Packets, conduct comprehensive

legal screenings, and assist with naturalization applications.

Survey respondents rated their organizations' services before involvement and as of January 2019; most perceived an **increase in quantity and/or quality of services**. Over 70% noted that *PA is Ready!* services aligned with community needs *well* or *very well*.

***PA is Ready!* resources are allocated across PA, reaching immigrant communities where they live**



PA is Ready! also invests in organizations' capacity and infrastructure, such as staffing, staff skills, and volunteer management. Partners were asked to rate their capacity and infrastructure before involvement in the network and at the time of the survey. **Over half of respondents reported an increase in capacity and infrastructure**. Interviews revealed that smaller organizations (under ten staff) were especially likely to observe an increase in capacity.

One intended outcome of *PA is Ready!* is an increase in both informal and formal partnerships among network organizations. Members believe it is valuable to create space for new ideas, new alliances, and new projects to emerge organically. The vast majority of respondents – 93% – reported an increase in number of partnerships since they began involvement in *PA is Ready!* On average, **the number of formal and informal partnerships more than doubled** over this period.

“An exciting example of what can be achieved when you involve communities in decision making and empower people who are the end users. A great model when we [as a funder] think about how to convene communities.”

The review also revealed benefits of the participatory grantmaking model. In partner organization and funder surveys, more than **80% described the fund's grant decisions as more responsive to community needs than average grant decisions**.

The next chapter

The network's three-year evaluation uncovered **measurable improvements in available services and leadership development** as well as qualitative data on what this growth means for community leaders, organization staff, and supporters. At the same time, it surfaced themes for further attention and development, many of which are common growth areas for early-stage networks and funds. It also highlighted **opportunities for further investment — to fully deploy accessible services across the state as well as to maintain a healthy, collaborative network**. In its next chapter, *PA is Ready!* is poised to build on its early successes and lessons learned with a refined vision for services and systems change led by immigrant and refugee communities across Pennsylvania.

- RECOMMENDATIONS FOR PA IS READY!**
- Continue to invest time and resources in **fostering an adaptable, connected network**
 - Improve **information flows** across the network and increase **strategic external communication**
 - Further develop **capacity building** opportunities for individual leaders and organizations
 - **Expand the fund** to fully support service delivery across the state

Introduction

PA is Ready! is a network and participatory grantmaking fund, consisting of 29 organizations that represent and serve Pennsylvania's diverse immigrant communities. A subset of these organizations originally came together around a shared vision in 2014 and launched an innovative strategy, creating project partnerships between community based organizations and legal services organizations to provide legal services, community education, and leadership development across the state. With early support from Open Society Foundations and Grantmakers Concerned with Immigrants and Refugees' national pooled fund, *Delivering on the Dream*, along with strong support from local Pennsylvania funders, the network allocated resources to these collaborative projects through participatory grantmaking.

After three years of grantmaking, partnerships, and projects, *PA is Ready!* took time to look back on its accomplishments and what it learned. Its research revealed signs of impact at the community, organization, and partnership levels, as well as areas for growth and further investment. These insights from the network's first phase will inform future collaborative work with immigrant communities across Pennsylvania.

Context

Network background

PA is Ready! is a network of community based organizations and legal service organizations collectively serving and advancing the leadership of Pennsylvania's immigrant and refugee communities.

For this three-year evaluation, *PA is Ready!* articulated its purpose as follows:

An adaptive, well-coordinated Pennsylvania statewide network of organizations – rooted in and serving diverse immigrant and refugee communities – that is equipped to make legal and other immigration services accessible and to advance the leadership of immigrant community members to address needs they identify in the long term.

After launching in an optimistic moment during the Obama administration with the strong support of local funders, the network quickly changed course in 2016 to focus on ensuring access to legal and other immigration services and building skills and capacity among community members and community based organizations. It saw an opportunity in a national call for proposals from the Open Society Foundations to create a statewide participatory grantmaking fund supporting its goals. With funding awarded to Philadelphia Foundation in 2015, *PA is Ready!*'s grantmaking program was born.

As of February 2019, the 29 past and present grantee partners that comprise the *PA is Ready!* network were about 30% legal services



organizations and 70% community based organizations. Of those who responded to a survey in early 2019, most organizations had a staff size of 8 or less (67%) and around 20% had a staff of over 25. They serve a range of counties across Pennsylvania. About one-third of partner organizations specifically serve Philadelphia; 20% serve residents of other southeastern counties (Delaware, Chester, Montgomery, or Bucks); 24% serve south-central communities, including Gettysburg, York, Lancaster, Harrisburg, and their surrounding counties; 10% serve Pittsburgh and Allegheny county; and two organizations work in portions of Reading, Allentown, and Scranton.

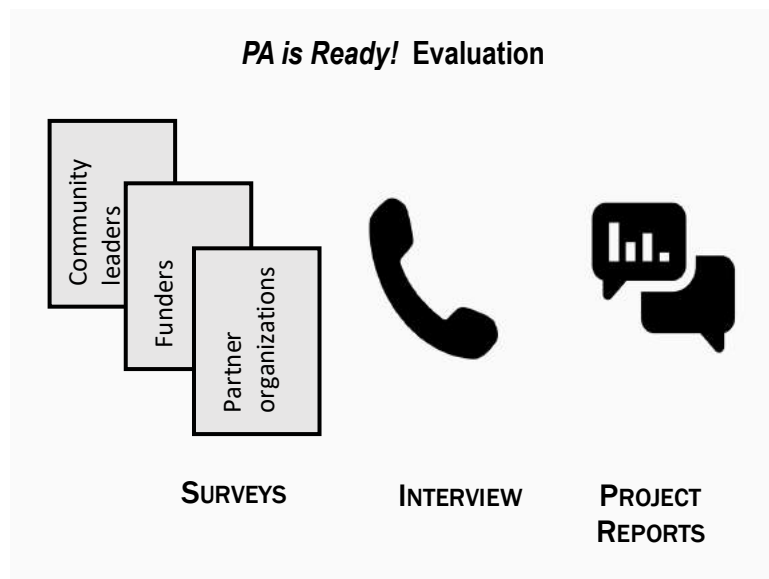
The organizations serve immigrants and refugees from all regions of the world. About half of the groups primarily serve Latinx populations, including immigrants from Brazil and Mexico. Collectively, *PA is Ready!* organizations also serve diverse African; Caribbean (including Hattian); and Asian American and Pacific Islander (including Vietnamese, Bhutanese, Indonesian, Chinese) communities.

To operate the network, the Pennsylvania Immigration and Citizenship Coalition (PICC) plays a coordinator role. Philadelphia Foundation acts as grants administrator; it also provides the network support on fundraising and funder engagement as well as other technical assistance.

Evaluation approach

In late 2018, *PA is Ready!* began a three-year evaluation, with external support from Beth Herz. A committee of five, including representatives from both community based organizations and a legal services organization, guided the evaluation: Sundrop Carter (PICC), Ana Lisa Yoder (Philadelphia Foundation), Monica Ruiz (Casa San Jose), Philippe Weisz (HIAS PA), Carlos Gonzalez (ACLAMO Family Centers and former PICC staff member), and Carly Pourzand (PICC). Using a participatory approach grounded in the network’s core principles, the evaluation pursued a set of research questions in five issue areas: services, project partnerships, leadership development, network, and participatory grantmaking model.

The committee and staff created separate survey instruments for each stakeholder group – partner organizations, funders, and participants in the *PA is Ready!* leadership development program, known as Community Navigators. Response rates for the surveys were: 67%, 36%, and 27%, respectively. In addition, the evaluation consultant conducted interviews with representatives from 11 partner organizations and three foundations. (In this document, “partners” or “partner organizations” are used interchangeably to refer to members of the network; all of these are community based and/or legal services organizations and all are past or current grantees of the fund.)



The model

During its first three years, *PA is Ready!* adopted an operational model that is distinctive in several ways. First, core to its approach is deep collaboration between community based organizations and legal services organizations. Second, it operates a well-developed participatory grantmaking fund. Third, *PA is Ready!* is an adaptive network, fostering relationships and new ideas. Finally, a set of clearly defined core principles steers the work.

Community based and legal services organizations

PA is Ready! emphasizes collaboration between groups that are deeply rooted in immigrant and refugee communities and those with technical legal and other immigration services competencies. Services are delivered through a project partnership, usually between one community based and one legal services organization. This model emphasizes complementarity. Community based organizations bring local knowledge, relationships, community trust, and ability to bring people together for both leadership development and to access services. Legal services organizations bring expertise in immigration law, credentials that are valued by the legal system, and experience both applying and sharing technical knowledge. The *PA is Ready!* network believes that services provided through pairings of these types of organizations are more effective, have wide reach, and lead to ripple-effect benefits in communities.

These collaborations reflect a duality that is core to *PA is Ready!*'s approach: it simultaneously a) provides direct services to meet immediate needs and b) positions those services and related leadership development efforts to achieve long-term change that addresses the systems and root causes that drive that need. Among direct services organizations around the country and across issues, some peers take a similar fusion approach, linking immediate, direct services to related systems change and advocacy efforts.

Participatory grantmaking

Crucially, the *PA is Ready!* network came together to respond to a new legal opportunity among immigrant communities; later, it proposed a grantmaking fund and received resources. That is, the network's relationships existed first. Once it decided to launch a grantmaking fund, it did so with shared principles and values already in place.





All aspects of the fund’s decision making are intentionally collaborative. In each of the first three years, a network-wide meeting created an opportunity to reflect on challenges and opportunities in the field and set strategic funding priorities for the coming grant cycle. A Grantmaking Committee – with rotating network members serving terms alongside representatives from two foundations – transformed those agreed-upon priorities into operational grant application guidelines and a scoring rubric. The committee then rated each proposal’s fit with the full network’s priorities and made grant decisions. Funders who have contributed to the participatory grantmaking pool work in partnership with the network. *PA is Ready!*’s grantmaking fund is centered on the belief that immigrant communities themselves and those serving them are equipped to make resource allocation decisions most aligned with community needs.

Adaptive network

In addition to providing services through partnerships, *PA is Ready!* aims to grow and strengthen the network of organizations itself. It consciously strives to create opportunities for new (sometimes unlikely) partnerships across organizations – organizations in various regions of the state, working with diverse immigrant and refugee communities, and with different skill sets. Like other flexible networks, it has a coordinating or ‘backbone’ organization, the Pennsylvania Immigration and Citizenship Coalition. PICC fosters shared learning, connections, and space for new ideas to



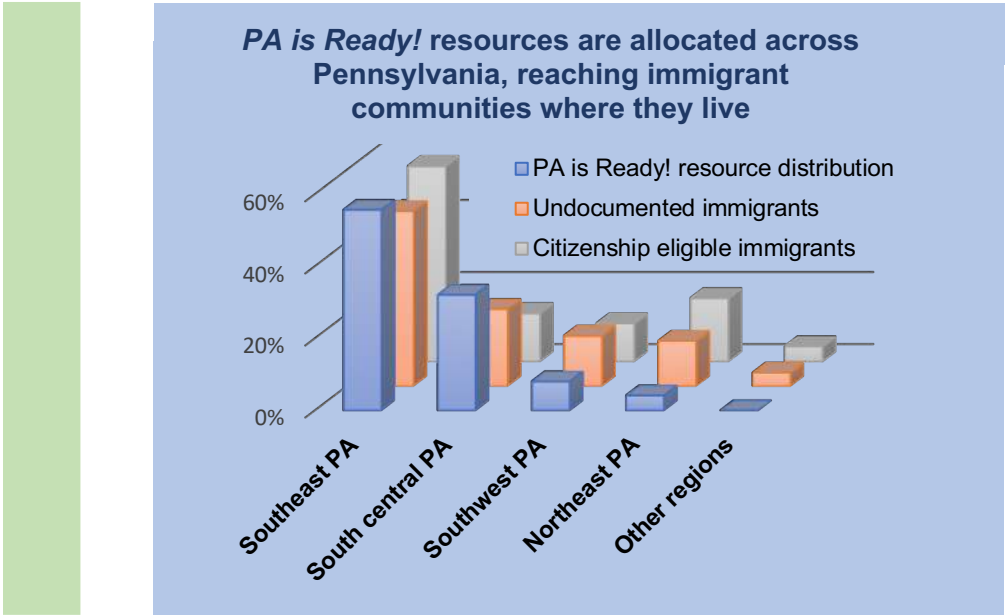
arise and take off in their own directions. The network’s end goal isn’t only to provide needed services in the short term, but to build relationships and community leadership that will be equipped to both meet the need and drive systemic transformation in the long term.

Principles

From its founding, *PA is Ready!* has had clear principles guiding its work. These were developed collaboratively with the network and reaffirmed in March 2019:

- Providing quality service.
- Engaging in a model that centers the leadership of immigrant communities.
- Collaborating with other *PA is Ready!* grantees to provide services.
- Sharing information and expertise with other grantees.
- Reaching Pennsylvania’s diverse immigrant communities (by geography and country of origin).

These principles inform the network’s grantmaking priorities, its projects, and its operations.



Three years of accomplishments: The findings

Legal and other immigration services

In the two and a half years from the beginning of the 2016-2017 grant cycle through January 2019 (when the most recent data were available), partner organizations provided a notable amount of legal and other immigration services through *PA is Ready!* resources.

Twenty-nine organizations received grants either individually or in partnership with other groups, totaling \$746,000. **During two and a half years of operational projects, a community member accessed basic education on**

immigrants' rights and legal options 8,000 times. *PA is Ready!* projects offered over 400 legal clinics, screening sessions, and information sessions; conducted over 3,000 comprehensive legal screenings; and completed 740 applications. Projects engaged community leaders as volunteers and in trainings on over 600 occasions.

"PA is Ready! has done something very important in providing citizenship applications in a time when there was and still is a huge backlog. Many deadlines were met. This funding/project brought relief to many new Americans by bringing services in their neighborhoods, saving their time and money."

To learn more about its performance, the network researched how well partner organizations make legal and other immigration services available. It also wanted to know whether the

quantity and/or quality of those services increased over the course of involvement with *PA is Ready!* Respondents rated their organization's services before involvement and as of January 2019; most perceived an increase in quantity and/or quality of services. On a six-point scale, one-third rated their organization's delivery of services as *high* or *very high*; a total of 83% rated theirs on the top half of the scale. In addition, seventy-two percent responded that *PA is Ready!* services aligned with community needs *well* or *very well*.

Project partnerships have been central to the network's approach. To make services available in a given region, at least one community based organization and one legal services organization collaborate. The network hypothesized that these project partnerships provided community members access to a more



comprehensive set of resources and programs than each organization would have been able to provide alone, contributing to stronger outcomes.

Given a set of possible effects of these community-based/legal partnerships, respondents unanimously agreed that there were benefits, all selecting at least two named reasons. Specifically, over seventy percent of respondents agreed (or strongly agreed) with each of the following statements:

- *Working together with our (community based or legal service) project partner allows my organization to **offer higher quality services.***
- *Working together with our (community based or legal service) project partner allows my organization to **offer a more comprehensive mix of services.***
- *Working together with our (community based or legal service) project partner allows my organization to **provide services more efficiently.***

In interviews, partners echoed these benefits. They also described project partnerships that result in developing new working relationships, reaching a wider population, and informal referrals across organizations.

Several organizations also noted that *PA is Ready!* funding supports valuable services but is insufficient to meet community need or even to fully carry out their relevant projects.

Leadership development

PA is Ready! has aimed to foster leadership among volunteers and community members, in immigrant and refugee communities. Toward that end, it offered a leadership development curriculum with six modules, intended for community members. Participants are known as Community Navigators;¹ the trainings are designed to equip them to provide others with information on rights, conduct comprehensive legal screenings, prepare Deportation Defense Packets, and assist with naturalization applications.

In the two and a half years of funded projects, 88 people completed the Community Navigator training curriculum. **Nearly all Community Navigators who responded to the survey reported an increase in their skills and knowledge** after participating in sessions (93%). Of ten partner organizations with Community Navigator experience, nine also observed an increase.

Additionally, the network wanted to know how Community Navigators apply the skills they learn. Almost all who responded said they use one or more skills at least “occasionally” (93%). Forty percent of respondents indicated that they use one or more skills “often.” The ten organizations that rated participants’ application of skills gave somewhat mixed reviews; 70% gave a rating of ‘4’ or higher on a six-point scale.

“A neighbor asked me if I was able to help him get a sense of what kind of danger he was in, driving with no license. I was able to guide him with my [Know Your Rights] presentation skills [and] also give him sound advice.”
- a participant in Community Navigator trainings

¹ The Community Navigator model was adapted for immigration organizations by the Connecticut Institute for Refugees and Immigrants and disseminated by the National Partnership for New Americans.

Organizational capacity

Another goal of *PA is Ready!* is to invest in organizations' capacity and infrastructure – including staffing, staff knowledge and skills, and volunteer management. Partners were asked to rate their capacity and infrastructure before involvement in the network and at the time of the survey.

Over half of respondents reported an increase in capacity in infrastructure over this period. Interviews revealed that smaller organizations (under eight staff) were more likely to report an increase in capacity than large organizations. Of 18 organizations, 15 rated their current capacity at a '4' or '5' (out of a maximum '6') and one organization self-rated at a '6.'

Seven organizations participated in a capacity building opportunity to move toward Department of Justice (DOJ) recognition and accreditation. This program revealed a structural barrier: the requirements for organizational accreditation required a level of legal oversight unavailable to most community based organizations. While all seven organizations gained skills in the process, to date none of the groups have been able to fully complete the recognition and accreditation process.

Another specific aspect of organizational capacity relevant to the network's goals is advocacy and community organizing. These activities – whether direct or indirect – advance *PA is Ready!*'s efforts to transform the conditions that lead to the current need for legal services in immigrant communities. The network was interested in how engagement in advocacy and/or organizing changed among partner organizations. Half of the respondents reported an increase over the course of their organization's involvement. In interviews, most attributed this change to the political environment and the change in federal administration. Referring to the present, half of respondents reported *high* or *very high* engagement in advocacy and/or organizing at their organizations.



"When you're [providing legal support] after someone has been picked up by ICE, you're at the end of the line, not seeing the whole story from the eye of the community. We do get that out of [*PA is Ready!*]. Helpful to hear it from community-based organizations. For example, where ICE has been, who's been affected, types of people picked up, who to look out for. It's educational, broadens our understanding and view of what actually is happening in communities."

- a *PA is Ready!* legal services partner organization

"*PA is Ready!* has helped us formalize our goals and provide services to a wider range of clients."

"We were able to diversify because of the funding. [We had been] doing the work occasionally but unfunded."

Network and partnerships

PA is Ready! believes in the strength of a coordinated, interconnected, adaptive network. One of the intended outcomes of its model is an increase in both informal relationships and formal partnerships among network organizations. It is valuable, members believe, to create space for new ideas, new alliances, and new projects to emerge organically.

To find out how effectively *PA is Ready!* is creating these opportunities, the evaluation committee asked respondents for the number of immigration-related partnerships they had before involvement and at present. Of 14 organizations that elected to answer this question, 13 reported an increase in number of partnerships. **On average, the number of formal and informal partnerships more than doubled** over this period. In interviews, some underscored the value of new relationships in various parts of Pennsylvania; regional differences have led to rich information sharing and learning opportunities as well as new collaborative efforts to provide services and advocate for statewide changes.

“We’re more knowledgeable; we were shooting in the dark for a while. Partnerships help us to be better educated and better prepared.”

On average, the number of formal and informal partnerships more than doubled over this period. In interviews, some underscored the value of new relationships in various parts of Pennsylvania; regional differences have led to rich information sharing and learning opportunities as well as new collaborative efforts to provide services and advocate for statewide changes.

Survey and interview responses revealed that partner organizations value the role that PICC plays as network coordinator, maintaining the network, facilitating connections and mentorship, convening partners, and providing other complementary support. There was also substantial interest in scaling up these vital infrastructure building activities. Many noted that, currently, the level of centralized coordination and support is insufficient for achieving the network’s goals.

Additional approaches

After the Trump administration’s September 2017 announcement ending Deferred Action for Childhood Arrivals (DACA), *PA is Ready!* partnered with Philadelphia Councilmember Helen Gym to create a Dreamers Initiative. This project assisted 50 eligible Pennsylvanians with renewal application fees, disbursing a total of \$24,750, in addition to the grantmaking and projects described in the rest of this review.

“Great mentoring, great support, great resources.”

In early 2018, *PA is Ready!* chose to both continue its strategies of project partnerships between community based and legal organizations and ongoing Community Navigator trainings as well as to launch complementary strategies. Its two new grantmaking strategies were Community Safety and public case-based campaigns. Lessons from the community safety zones are already spreading: a *PA is Ready!* partner developed and shared a curriculum around its initiative and 95 community leaders attended intensive trainings to learn about the model. At the time of this analysis, however, both approaches were only months old, with insufficient information to share. There is interest in pursuing both interventions further and *PA is Ready!* expects to continue to learn from and adapt them in the 2018-2019 grantmaking cycle.

“[Partnerships were] minimal before. *PA is Ready!* really got us to a level that we did not have before. We had [a couple of] connections, but all we were doing before *PA is Ready!* was serving people. Not doing well-informed Know Your Rights sessions, for instance... Eyes were opened because we joined. Where we’re at now is 100 times where we were before.”

Participatory grantmaking

PA is Ready!'s achievements and outcomes at the individual, community leadership, organizational, and network levels all point to a successful model. One important aspect of the network's approach is participatory grantmaking. This evaluation sought to track the perceived benefits of the grantmaking model, among both partner organizations and funders.

Partners rated their perception of how aligned average grantmaking decisions are with community needs. **Compared to average grantmaking decisions, 78% of respondents rated *PA is Ready!* decisions as more responsive to community needs.** All five of the funders who responded share the observation that *PA is Ready!* grant decisions are more

“Organizations doing the work on the ground know what they need so if they have decision-making power regarding funding, the work will get done; and get done in a most effective way.”

-*PA is Ready!* funder

responsive to community needs than average grant decisions. In addition, interviews revealed that being involved in setting grantmaking priorities and making grant decisions leads to a range of ancillary benefits for organizations — from increased skills and confidence in fundraising to a clearer articulation of the case for their work.

Lessons to inform the network's next phase

In its first three years of grantmaking, projects, and partnerships, *PA is Ready!*'s work contributed to valuable impacts among immigrant and refugee communities across Pennsylvania. At the individual and family level, the network has measurably made pertinent information and services available to thousands. It supported 88 community leaders in developing relevant skills and knowledge and applying those skills. At the organizational level, *PA is Ready!* has observed increases in staffing and capacity at more than ten organizations; it is likely that its grants contributed to this trend. Across the network, there was an observable, more than twofold increase in number of formal and informal partnerships among organizations; qualitative reporting indicates that *PA is Ready!* contributed to that change. And perception among both partners and funders indicates that the participatory grantmaking model is more responsive to community needs than average grant decisions and that the decision-making approach contributes to positive outcomes in immigrant and refugee communities.

Surveys and interviews highlighted a few areas for growth for the network. In particular, several partner organizations saw opportunities for communication improvements. Suggestions included more regular internal communication and adding a vehicle for sharing more in-depth information on each project, across the network. Funders, too, emphasized changes in communication frequency and vehicles. They expressed interest in opportunities for funders to learn about specific projects and the fund's grantee partners. Some funders also recommended spreading the word about the network's innovative participatory grantmaking model among a wider pool of potential funders and peers, even outside the state.

Improvements to reporting systems were another potential area for refinement. Several partner organizations questioned whether the metrics they report on twice a year were valuable and in service of the network's broader vision and goals. Some suggested focusing less on transactional data points (such as number of people engaged or number of screenings) and

adding more meaningful, transformative data points (such as changes in community members' awareness, perception, or engagement).

In addition, some partner organizations described an opportunity to track and follow up on funded projects throughout the year, to improve alignment and accountability across the network. They indicated that the network coordinator – the Pennsylvania Immigration and Citizenship Coalition – is well-positioned to gather information about projects on an ongoing basis, and to communicate with the network when any activities seem unaligned or demonstrate an opportunity for greater impact.



A comprehensive operations review – of the application process, grant decision making process, governance, and reporting systems – was outside scope of this evaluation. The network may, in the future, conduct a review of operations and comparison with peer practices to weigh possible updates that best support its values and partner organizations' priorities.

“It could make more noise, more people could hear about it. A lot of people who are in the immigration arena locally have heard about, and a few nationally. It should amplify what it’s doing. It has incredible impact and it’s an amazing model that very few people have done well.”

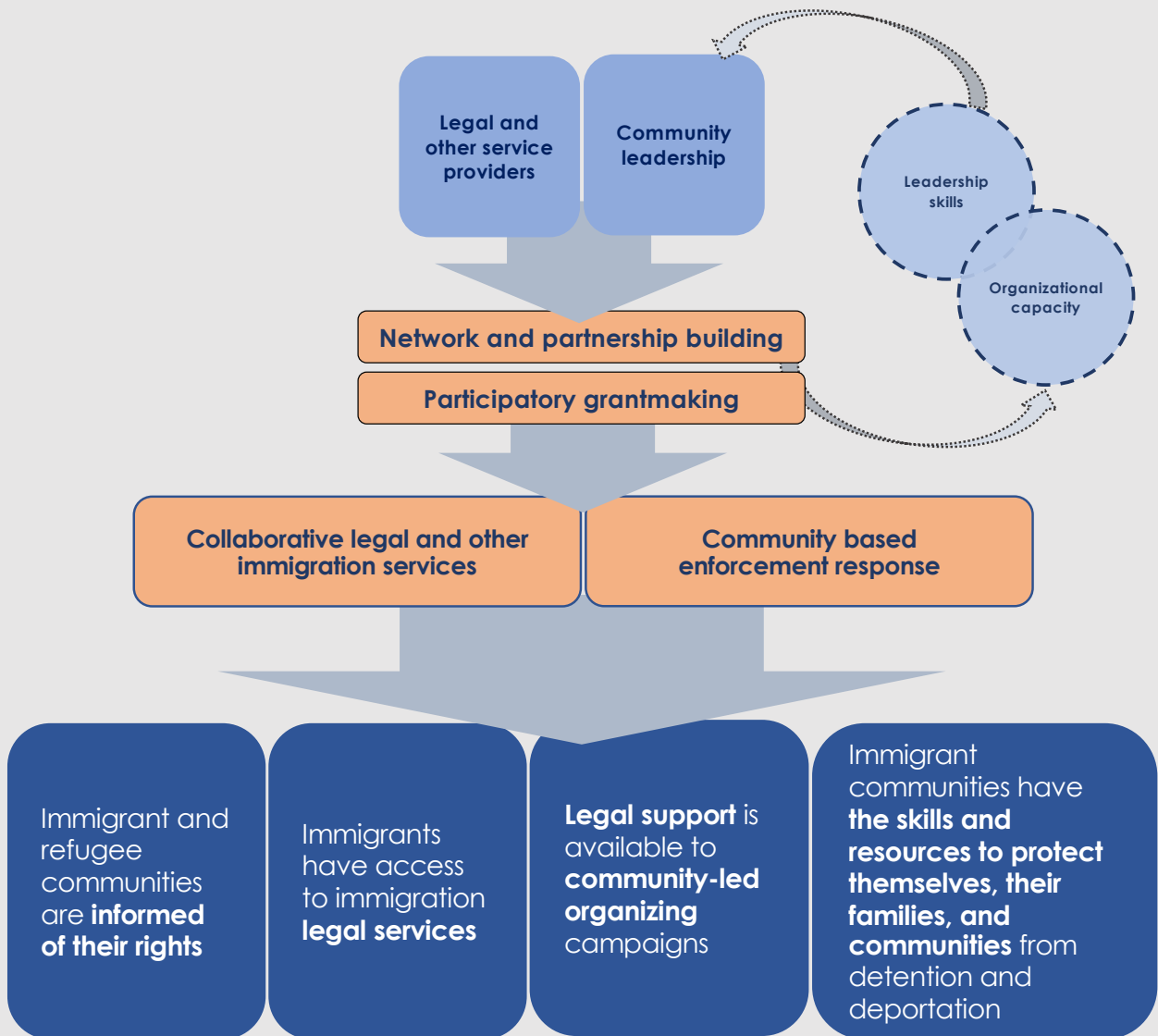
-*PA is Ready!* funder

“I didn't realize how many organizations were working on such different topics, issues and projects. It would be great to receive an info packet about all of the grantees and their projects to help plan projects and events together under the same grant.”

Finally, this evaluation's findings highlighted opportunities to build on *PA is Ready!*'s current governance structure and operational division of labor. A post-evaluation reflection is a valuable chance for *PA is Ready!* to take stock of the key institutions that keep the network operating, the role each plays, any functions that are insufficiently filled, and possible updates to these roles. In the fund's first chapter, the network coordinator role has been filled by PICC. Philadelphia Foundation serves as both the grants administrator and leading funder champion — two roles that are sometimes played by separate entities in analogous networks. Most governance is carried out by the full group of member organizations, defined as any past or present grantee partner of the fund. Having grown significantly in scope, fund size, and recognition since its founding, the network now finds itself at an opportune moment for reassessing its governance and operational roles and responsibilities and making decisions that will support its next phase.

PA is Ready! Approach

2016-2019



Conclusion

PA is Ready! achieved observable strides in services, partnerships, organizational capacity, and leadership development in its first three years, despite massive, unanticipated challenges. Shortly after its formation in 2016, the network encountered one obstacle after another — in the form of new federal policies and widespread xenophobic sentiments. Quickly, it reassessed and redirected its efforts to meet needs identified by the state’s diverse immigrant and refugee communities.

The network’s three-year evaluation uncovered measurable improvements in available services and leadership development as well as qualitative data on what this growth means for participants, organization staff, and funders. At the same time, it highlighted themes for further attention and development, many of which are common growth areas for early-stage networks and funds. It also highlighted opportunities for further investment — in the fund itself, to fully deploy accessible services across the state, as well as in network infrastructure.

A shared long-term vision, bolstered internal communication, and clear role descriptions will all help *PA is Ready!* continue to achieve its purpose and see results in communities. Ramping up its capacity building efforts with both organizations and individuals will be an opportunity for further empowerment among grassroots leadership that will advance the network’s goals in the long term. And if the network – in partnership with supporters – invests more resources in disseminating its participatory grantmaking model, it will likely contribute to the fund’s growth as well as widen its impact across issues and across the country.

In its next chapter, *PA is Ready!* is poised to build on its early successes and lessons learned with a refined vision for services and systems change led by immigrant and refugee communities across Pennsylvania.

THE NEXT CHAPTER: RECOMMENDATIONS FOR *PA IS READY!*

- Continue to invest time and resources in **fostering an adaptable, connected network**
- **Expand the fund** to fully support service delivery across the state
- Identify a **long-term vision and goal**; retain flexibility so that short-term strategies and tactics can change year to year
- Assess and improve **information flows** across the network
- Increase **strategic external communication** with supporters and peers across the state and country
- Further develop **capacity building** opportunities for individual leaders and organizations
- Update **metrics and grant reporting forms** to ensure that partners are tracking what matters most to the network
- Refine **role descriptions**: Network coordinator; Grants administrator; Funder champion; Network leadership and governance; and Members

Appendices

Appendix 1

PA is Ready! grant allocation, 2015-2018

	2015	2016	2017	2018	Total
1 ACLAMO Family Centers		7,425	17,800		25,225
2 Aquinas Center	1,500				1,500
3 Asian Americans United		7,400	12,200	25,000	44,600
4 Bhutanese Community Association of Pittsburgh				11,560	11,560
5 CASA	1,500	11,850	19,161		32,511
6 Casa de la Cultura			13,817		13,817
7 Casa San Jose		3,725	21,516	25,000	50,241
8 Catholic Charities Harrisburg			5,879		5,879
9 Ceiba		7,425	10,600	13,600	31,625
10 Centro de Apoyo Comunitario		3,000	11,100		14,100
11 Church World Service		2,400	2,400	25,000	29,800
12 Coalition of African Communities (AFRICOM)	1,500	11,750	13,000	13,000	39,250
13 Community Justice Project	1,500	2,400			3,900
14 El Comité de Apoyo a los Trabajadores Agrícolas (CATA)				25,000	25,000
15 Esperanza Immigration Legal Services		2,600	8,900	6,100	17,600
16 Free Migration Project				7,500	7,500
17 Grupo de Apoyo e Integración Hispanoamericano		13,375			13,375
18 HIAS Pennsylvania		3,200	12,409	7,434	23,043
19 Immigrant Rights Action Group of Doylestown				7,384	7,384
20 International Service Center	1,500	8,850	7,880	7,730	25,960
21 Jewish Family and Community Service				4,790	4,790
22 Juntos	1,500	43,875	24,648	13,000	83,023
23 Justice at Work (Friends of Farmworkers)		16,600	22,053		38,653
24 Make the Road PA		8,875			8,875
25 Movement of Immigrant Leaders in PA (Lucha Pro Licencias)		11,300	16,253	25,000	52,553
26 Nationalities Service Center		18,800	21,800	14,000	54,600
27 Pennsylvania Immigration Resource Center		6,600	19,734	11,390	37,724
28 Project Libertad				7,700	7,700
29 Viet Lead	1,500		8,400	25,000	34,900
Total	\$10,500	\$191,450	\$269,550	\$275,188	\$746,688

Appendix 2:

PA is Ready! network support costs, 2018-2019

Personnel and administration (PICC)	54,180
Program:	
Capacity building trainers	39,000
Organizational stipends for participation in network activities	8,000
National Immigrant Integration Conference	6,000
Other program costs (travel, interpretation, printing, supplies)	15,500
Total	\$122,680