



# 2021 HANDBOOK

## Table of Contents

### **Part 1 – *PA is Ready!* Network**

Background .....	3
Purpose & Goals .....	4
Five-Year Framework .....	5
Principles and Agreements .....	7
Coordinator Role.....	8
Network Members.....	9

### **Part 2 – *PA is Ready!* Fund & Grantmaking**

Grant Cycle Timeline .....	12
Grant Eligibility & Guidelines .....	13
Application Process.....	15
Grantmaking Policies .....	16
Grantmaking Criteria.....	19



# **PART I**

## ***PA is Ready!* Network**



## Background

### ***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.

From 2016-2019, with the support of many local funders, The Philadelphia Foundation and PICC raised or leveraged over \$1 million 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 were 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.

In 2019, PICC conducted a thorough evaluation process with *PA is Ready!* network partners, and collectively reflected on their accomplishments, challenges, and changing needs. Based on the findings and recommendations of this evaluation, and in response to a changing political climate, PICC and network partners created the *PA is Ready!* 5-Year Framework to meet the ongoing needs of immigrant and refugee communities.

**Based on identified needs, the *PA is Ready!* network projects that it requires \$1.5 million per year to significantly close the gaps in access to services and build capacity for long-term change.**



# Purpose & Goals

## Purpose Statement

*PA is Ready!* strives to be an adaptive, well-coordinated Pennsylvania statewide network of organizations – rooted in and serving diverse immigrant and refugee communities – that is equipped to:

1. Make legal and other immigration services accessible;
2. Build power, organizational capacity, and the leadership of immigrant community members; and
3. Address community-identified needs and root causes in the long term.

## *PA is Ready!* Goals

Immigrant communities have the skills and resources necessary for building safe and welcoming communities that promote all resident's well-being.

Over the next five years, *PA is Ready!* will focus on funding projects that are furthering five primary goals:

- Immigrant communities are fully informed of their rights
- Immigrant and refugee communities across the state have access to legal and other services necessary for obtaining citizenship, identifying opportunities for adjusting immigration status, and applying for available forms of relief.
- Legal support is widely available to organizing campaigns, ie: public campaigns highlighting ICE actions/policies, impact litigation, etc.
- All immigrants in detention have access to full legal representation & resources to leave detention
- Immigrant and refugee communities are actively engaged in civic life at the local and state levels, including voting, educating lawmakers, and leading immigrant-serving organizations



## Five-Year Funding Framework

After a comprehensive evaluation process in 2019, the *PA is Ready!* network created a funding framework to guide its work through 2025. This framework will be reviewed annually and overall funding allocations across the priority areas will be based on changing policies and community needs. *PA is Ready!* will continue to use a collaborative grantmaking process led by immigrant-serving organization to make all funding decisions.

- **Leadership Development and Organizational Capacity Building:** Develop active leaders within immigrant and refugee communities and build strong organizations that can serve as vehicles for communities to be able to exercise their collective power to make systemic changes and ensure access to the types of services needed to promote collective well-being.
  - Collaborative projects that develop leadership within immigrant and refugee communities and/or build organizational capacity to achieve *PA is Ready!* goals. For example:
    - Community-led deportation defense organizing
    - Creation of DOJ programs that increase access to legal services
    - Financial service programs for undocumented communities
  - Technical Assistance coaching grants for senior leadership of community-based organizations. Coaching topics could include:
    - Fundraising
    - Evaluation
    - Board Development
    - Volunteer management
- **Community-Based Immigration Services:** Build statewide capacity to provide immigration assistance.
  - Community-led, collaborative projects that increase access to needed services in immigrant communities. This includes:
    - Know your rights training
    - Deportation defense planning
    - Naturalization application assistance
    - Immigration legal consultations
    - ITIN applications

- **Enforcement Response:** Build statewide capacity to engage in community-based responses to protect and defend immigrant and refugee communities from increased immigration enforcement.
  - Collaborative projects to resist and respond to increased ICE enforcement and criminalization of immigrant and refugee communities. Projects could include:
    - Community Resistance Zones
    - Strategic legal representation projects
    - ICE raid rapid response teams
    - Court accompaniment and observation
    - Organizing campaigns around specific deportation/sanctuary cases
- **Pennsylvania Immigrant Family Unity Project (PAIFUP):** Universal representation pilot project at the York Detention Center. Grants administered by the Vera Institute.



# 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
- Grantees commit to including information about organizing events, community actions, etc. during *PA is Ready!* sessions
- Grantees commit to ensuring immigrant leaders have the opportunities to participate in some level of organizational decision-making, strategy meetings, etc.
- 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 work will be collaborative in nature
- Service organizations commit to working with grassroots and community-based groups to implement services

## ***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



## Coordinator Role

The Pennsylvania Immigration and Citizenship Coalition (PICC) is the lead agency for the *PA is Ready!* project and houses a *PA is Ready!* Coordinator. As the central coordinating agency of the *PA is Ready!* project, PICC fills the following 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

### **Fundraising:**

- Leads and manages fundraising efforts for the *PA is Ready!* project and helps lead funder education briefings
- Tracks grantee work, collects data, and submits reports to funders and national partners.

### **Organizational Capacity Building & Support:**

- Provides and maintains a centralized location for training, community outreach, and application materials
- Ensures that materials are translated into all needed languages
- Coordinate regular 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

### **Grantmaking Process:**

- Facilitates participatory grantmaking process
- Organizes trainings for the grantmaking committee members

### **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.



# PA is Ready! Network

*PA is Ready!* network partners include grassroots community groups, legal service providers, faith communities and other nonprofit organizations. Membership in the network is based on the organization having been previously funded through the *PA is Ready!* fund and maintaining active involvement in the network.

*PA is Ready!* network partners are involved in all decisions that affect the network as a whole. This includes establishing funding priorities, setting grantmaking policies, and electing members of the Grantmaking Committee. Every network partner is expected to conduct itself according to the *PA is Ready!* Principles and Coalition Agreements while engaging in network activities.

All *PA is Ready!* network partners must:

- Be a non-profit organization or community group
- Commit to the *PA is Ready!* Principles Agreements
- Actively participate in *PA is Ready!* for example:
  - Appoint a representative to *PA is Ready!*
  - Regularly attend network meetings/calls
  - Assist with fundraising efforts

Organization	Type of Organization	Region
ACLAMO Family Centers	Community-Based	SE PA
Aquinas Center	Service/Faith-Based	Philadelphia
Asian Americans United	Grassroots	Philadelphia
Bhutanese Community Association of Pittsburgh	Grassroots	Pittsburgh
CAIR-Philadelphia	Community-Based	SE PA
CASA	Grassroots	Central & SE PA
Casa de la Cultura	Grassroots	Central PA
Casa San Jose	Grassroots	Pittsburgh
Ceiba	Community-Based	Philadelphia
Centro de Apoyo Comunitario	Grassroots	Del Co
Church World Service - Lancaster	Community-Based	Central PA
Coalition of African Communities (AFRICOM)	Grassroots	Philadelphia
Comite de Apoyo a los Trabajadores Agricolas (CATA)	Grassroots	Central PA
Comunidad Latina en el Condado de Washington	Community-Based	Western PA
Esperanza Immigration Legal Services	Legal	Philadelphia
Free Migration Project	Legal	SE PA
Grupo de Apoyo	Grassroots	Lehigh Valley
HIAS PA	Legal	SE PA
Immigrant Rights Action	Community-Based	SE PA

International Service Center	Community-Based	Central PA
Jewish Family and Community Services	Legal	Pittsburgh
Juntos	Grassroots	Philadelphia
Justice at Work	Legal	Statewide
Make the Road PA	Grassroots	Philadelphia, Berks, Lehigh Valley
Movement of Immigrant Leaders in PA (MILPA)	Grassroots	SE PA & Central PA
Nationalities Services Center	Legal	SE PA
Pennsylvania Center for Refugees and Immigrants (PACRI)	Community-Based	Central PA
Pennsylvania Immigration Resource Center (PIRC)	Legal	Central PA
Project Libertad	Grassroots	SE PA
VietLead	Grassroots	Philadelphia
Welcoming the Stranger	Service	SE PA
Woori Center	Community-Based	SE PA



# **PART 2**

## ***PA is Ready!* Fund & Grantmaking**



# 2021 Grant Cycle Timeline

## **FEBRUARY 2021:**

- Annual Meeting to finalize 2021 grantmaking guidelines
- Elect grantmaking committee

## **MARCH 2021:**

- Finalize application materials
- Plan grantmaking committee training

## **APRIL 2021:**

- RFP released
- Host grantmaking committee training
  - Power dynamics & equity
  - How to read and evaluate applications
- Host a mandatory webinar information session to explain the entire application process for potential applicants
- Limited application feedback process (LOI or draft proposals)

## **MAY 2021:**

- Proposals due May 15, 2021
- First grantmaking committee meeting to evaluate proposals (or early June)

## **JUNE 2021:**

- Second grantmaking committee meeting to finalize grant decisions
- Grantees notified of grant awards

## **JULY 2021:**

- Checks issued to all grantees



# Grant Eligibility & Guidelines

## **ELIGIBILITY CRITERIA:**

To be eligible to apply for and receive a grant through *PA is Ready!* each organization named in an application to receive funding **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 systems 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
- Service provider has demonstrated experience with providing the named services

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

**6) Proposals from single organizations are capped at \$20,000 and proposals from multiple organizations are capped at \$30,000.**

## **PROPOSAL GUIDELINES:**

*PA is Ready!* provides grants to collaborative work that is aligned with *PA is Ready!* goals and fits within the *PA is Ready!* five-year framework. Potential applicants should carefully review the *PA is Ready!* Principles, Goals, and Five-Year Funding Framework before applying to ensure their work is aligned.

A few guidelines for applicants:

- Proposals should clearly state how the proposed work is aligned with *PA is Ready!* Principles and Goals and fits within the Five-Year Funding Framework
- Collaboration is a core value of *PA is Ready!* Individual organizations may submit proposals, but should still indicate how they will work with other network partners and/or local community-based organizations to achieve their goals. Examples of collaborative work:
  - Partnership between a community-based organization and a legal service provider to provide access to needed services in immigrant communities.
  - A legal service provider committing to providing legal support to community-based organizations to advance public case-based campaigns.
  - Partnership between a community-based organization and a “technical support organization” that aims to provide mentorship for the community-based organization to build capacity within an area that fits within the *PA is Ready!* Five-Year Framework.
- Building immigrant and refugee leadership is a core value of *PA is Ready!* and applicants should indicate how their organization and proposal supports this leadership. This could include ensuring immigrant leaders are decision-makers within the organization, training immigrant community members to be volunteers in implementing programs, building a grassroots leadership development program, etc.

**Proposals for the following will not be considered:**

- General operating or project proposals that are not specifically related to furthering *PA is Ready!* Goals and the Five-Year Framework.
- Individuals or scholarship programs
- Research, litigation, or legal expenses unrelated to the *PA is Ready!* goals and framework
- Capital or endowment campaigns
- State agencies or government programs
- Businesses or business associations
- Reimbursement for services provided by private attorneys

***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 mid-year report and an end-of-the-year report via online reporting form
  - PICC 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.
- 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



# Application Process

PICC will host an informational session prior to the application deadline to present the framework, grantmaking criteria, application expectations, and answer questions about the grantmaking process.

All potential applicants that have never received *PA is Ready!* funding are required to attend this informational session. All applicants are strongly encouraged to participate in this informational session.

## Application Deadline: May 14, 2021

All applications must be submitted through the online *PA is Ready!* Application Form. Attachments can be uploaded through the online form.

### A final application must include:

- Completed Google form cover sheet
  - Grant contact name and contact information for primary and any partner organization
  - Organizational budget for each organization named in the application
  - Immigrant & BIPOC Leadership:
    - Is your organization immigrant and/or BIPOC led? We define this as the majority of decision-makers in your organization are immigrants or BIPOC. This could include Executive Director, senior leadership, board of directors.
    - What percentage of your staff identify immigrant and/or BIPOC?
    - Please feel free to add any additional comments
  - 1-sentence proposal summary
  - Total grant amount requested
  - Counties served
- Upload the following:
  - Application Narrative
    - A completed *written PA is Ready!* Grant Application. Max 4 pages (writing quality is not considered when evaluating the application); OR
    - A *video* answering the prompts in the *PA is Ready!* Grant Application. Max 15 minute (video quality and production will not be considered when evaluating the application)
  - Completed *PA is Ready!* Budget Form
  - For new *PA is Ready!* applicants ONLY (have never received *PA is Ready!* funding):
    - Supporting documents for organizations applying as a 501(c)(3)
      - Most recent IRS Form 990 or financial audit
      - List of Board of Directors
      - Organizational budget for current fiscal year
      - 501(c)(3) letter

- Fiscally sponsored organizations must submit:
  - List of advisory board or organizational leadership
  - Annual budget for current fiscal year
  - The 501(c)(3) letter for the sponsoring organization

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



# Grantmaking Policies

## **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, a committee makes all funding decisions. The committee is made up of five (5) representatives from the *PA is Ready!* network elected by members of the *PA is Ready!* network, the *PA is Ready!* Network Coordinator, a representative of the Philadelphia Foundation, and a representative of one or two additional funders. Election of network partners for the Grantmaking Committee will be conducted annually.

## **Committee Selection**

*PA is Ready!* aims to have a grantmaking committee that represents the diverse interest of network partners. When choosing the grantmaking committee, the following criteria should be considered:

- At least two members of the committee have served on the grantmaking committee in a previous year
- Committee members have actively participated in *PA is Ready!* for at least 1 year
- Committee members represent differing geographic areas in PA
- Committee members represent different types of organizations: legal service provider, grassroots, community-based, etc.
- Committee members represent diverse immigrant & refugee communities

## **Commitments and Duties**

The total time commitment is expected to be 20-25 hours between March and June. All committee members must participate in each of the following activities:

- Attend an orientation and 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.
- Review applications submitted for funding and evaluate based upon established grantmaking criteria.
- Participate in two application review meetings to make final funding decisions.
- *Optional:* Attend one informational webinar to explain the funding framework and inform potential applicants about the timeline for application submissions and evaluation criteria.

## **Compensation**

- We understand that this commitment of staff time can be especially onerous for smaller partners. Thus, each *PA is Ready!* network member 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 to the *PA is Ready!* Network prior to the application deadline
- The total amount requested by all applicants will be announced to the *PA is Ready!* network immediately after the deadline
- The Grantmaking Committee will only consider applications received by the posted deadline and that fulfill the organizational eligibility criteria, proposal guidelines, and include all application materials
- Committee members shall evaluate each proposal individually using the established Grantmaking Criteria to decide whether to fund a proposal.
  - 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.
- In addition to using the established Grantmaking Criteria, the Committee will also:
  - Seek to balance funded projects to reach the broadest geographic area (eg minimize geographic overlap of funded projects) and diversity of immigrant communities (eg minimize duplication of immigrant/refugee communities served).
  - Prioritize proposals from immigrant/refugee led organizations.
  - Prioritize organizations that do not have access to alternate sources of funding outside of *PA is Ready!*
- 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

### ***Conflict of Interest Policy:***

To protect the integrity of the *PA is Ready!* 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.

***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.



# 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 *PA is Ready!* Goals, Principles, and Five-Year Framework? (15 points)**

- Proposal has a clear plan for achieving goals and addressing challenges
- Proposal clearly fits within Five-Year Framework
- Proposal demonstrates an understanding of, and commitment to, *PA is Ready!* principles and goals

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

- The project reaches under-served areas of the state
- Project will primarily serve AAPI, African, or other under-represented immigrant communities and groups.

## **Will this proposal build immigrant leadership and organizing capacity? (25 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
- Organizations demonstrate a commitment to immigrant leadership within their organizational decision-making, strategy meetings, etc.

## **Does this proposal increase statewide capacity to provide immigration services and/or respond to immigration enforcement? (25 points)**

- Does funding allow the organization to expand their staff, or expand their reach in PA - particularly into underrepresented areas/communities?
- Does the proposal provide for increased opportunities for collaboration with more and/or different organizations?

## **Will this proposal provide quality services in the community? (15 points)**

- Legal provider has expertise and capacity to provide adequate attorney coverage at screenings and legal clinics
- Each organization has the experience to provide the proposed services, leadership development, training, etc.

## **To what extent is the request amount reasonable and in line with expectations? (10 points)**