

Philadelphia Cultural Fund 2018 Art & Culture Grant - Criteria Rubric
ESTABLISHED ORGANIZATIONS – GENERAL OPERATING GRANT APPLICATIONS

<p>Program Merit and Strength</p> <p align="center">15 points</p> <p><i>Does the organization have a clearly defined mission and vision?</i></p>	<p align="center">Strong 11 to 15 points</p> <ul style="list-style-type: none"> • Mission statement is clear; compellingly articulates artistic mission. • Clear & strong vision of its long-term purpose; vision will keep mission on track. • All programs demonstrate focus on articulated mission. 	<p align="center">Adequate 6 to 10 points</p> <ul style="list-style-type: none"> • Mission statement adequately articulates artistic mission. • Has some sense of vision for its long-term purpose; vision somewhat likely to keep mission on track. • Most, but not all, programs demonstrate focus on articulated mission. 	<p align="center">Inconsistent 1 to 5 points</p> <ul style="list-style-type: none"> • Mission statement poorly articulates artistic mission. • Vision for its long-term purpose not evident. • Few programs demonstrate a connection to articulated mission.
<p>Community Impact</p> <p align="center">25 points</p> <p><i>Is their self-defined community clear? Do they know who they're trying to serve? Is it evident they are serving that community?</i></p>	<p align="center">Strong 18 to 25 points</p> <ul style="list-style-type: none"> • Organization is very clear on the community it intends to serve. • Organization embraces and pursues authentic engagement with its community through its programming and operations • Organization holds distinctive role in an artistic or cultural discipline, with a particular community or demographic, in the city-at-large or beyond. 	<p align="center">Adequate 9 to 17 points</p> <ul style="list-style-type: none"> • Organization is not very clear on the community it intends to serve. • Organization pursues engagement with its community to some degree, or inconsistently, through its programming and operations. • Organization holds established role in an artistic or cultural discipline, with a particular community or demographic, in the city-at-large or beyond. 	<p align="center">Inconsistent 1 to 8 points</p> <ul style="list-style-type: none"> • Organization cannot clearly articulate the community it wants to serve. • Insufficient information was provided to assess the organization's impact on its community. • Organization ineffectively or inconsistently engages with its community through its programming and operations. • Organization has difficulty defining its intended impact in an artistic or cultural discipline, with a particular community or demographic, in the city-at-large or beyond.
<p>Operations and Managerial Capacity</p> <p align="center">15 points</p> <p><i>Can the organization successfully operate and sustain itself?</i></p>	<p align="center">Strong 11 to 15 points</p> <ul style="list-style-type: none"> • Operational structure and decision making roles are strongly aligned with size, purpose and maturity of the organization. • Key staff and/or volunteers are well qualified for their jobs. • Annual evaluations of ED, staff or volunteers are performed consistently. 	<p align="center">Adequate 6 to 10 points</p> <ul style="list-style-type: none"> • Operational structure and decision making roles are somewhat aligned with size, purpose and maturity of the organization. • Key staff and/or volunteers are capable of doing their jobs. • Annual evaluations of ED, 	<p align="center">Inconsistent 1 to 5 points</p> <ul style="list-style-type: none"> • Operational structure and decision making roles are insufficient for the size, purpose and maturity of the organization. • Many key staff and/or volunteers may not be qualified for their roles. • Annual evaluations of ED,

	<ul style="list-style-type: none"> If volunteer-led, the organization employs clear operational structures, evidenced with written documents and policies. 	<p>staff or volunteers are performed but inconsistently.</p> <ul style="list-style-type: none"> If volunteer-led, the organization employs some operational structures, in some cases with written documents and policies. 	<p>staff or volunteers may not be performed.</p> <ul style="list-style-type: none"> If volunteer-led, the organization employs few if any operational structures.
<p>Ability to Plan and Evaluate</p> <p>15 points</p> <p><i>Does the organization have an intentional and reflective approach to its work?</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> Strongly exhibits the ability to plan for immediate and long term. Organization is structured through a robust annual planning process and cycle. Is able to articulate how they will achieve the objectives and goals set forth in a plan. Regularly follows through with formalized plans appropriate to the organization's size, purpose and maturity, assesses the results and modifies as needed. There is a strong commitment to programmatic and organizational self-assessment; organization solicits constituent feedback. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Engages in some short and long term planning. Organization is structured through an adequate planning process and cycle. Is somewhat able to articulate how they will achieve the objectives and goals set forth in a plan. Has some ability to follow through with formalized plans, assesses the results and modifies plans as needed. Some programmatic and/or organizational self-assessment; constituent feedback may or may not be solicited. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Does not exhibit the ability or intention to plan for the immediate or long term. Organization does not follow a regular planning process. Unable to articulate how they will achieve the objectives and goals they have set, if any. Operations appear erratic and organization is unable to follow through with formalized plans, assessment of results or make modifications as needed. Programmatic and organizational self-assessment not evident; constituent feedback is not solicited.
<p>Leadership and Governance</p> <p>15 points</p> <p><i>Does the organization have appropriate and shared ownership and oversight?</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> Board structure and composition are effective and reflect the organization's community and artistic discipline. The work of the board committees or working groups are aligned with the size, maturity and purpose of the organization. If using a fiscal sponsor the organization actively works with it or an advisory body to guide the organization and develop current 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Board structure and composition are somewhat effective and somewhat reflect the organization's community and artistic discipline. The work of the board committees or working groups are not fully aligned with the size, maturity and purpose of the organization. If using a fiscal sponsor the 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Board structure and composition are ineffective, leadership and oversight are lacking. The work of the board committees or working groups are loosely, or not, aligned with the size, maturity and purpose of the organization. If using a fiscal sponsor the organization is unable to

	structures and strategies for the organization.	organization has some engagement with it or an advisory body to guide the organization and develop structures and strategies for the organization.	describe that relationship, or is inadequately engaged with it or an advisory body to guide the organization and develop structures and strategies for the organization.
<p>Integrity and Fiscal Responsibility</p> <p>15 points</p> <p><i>How strong is their financial planning and oversight?</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • Robust financial structure and processes are in place. • Appropriate people with strong knowledge and/or authority are responsible for financial management. • Organization has consistently operated without a deficit. • Financial checks and balances and policies are in place and utilized consistently. • Operating budgets and financials submitted with application are clear, realistic and demonstrate consistency with 990 and CDP. • CDP demonstrates strong performance and a healthy financial outlook appropriate to the organization's size, scope, maturity and purpose. • Any potential issues found in CDP are addressed in application narrative or site visit. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Financial structure and processes are in place but not very strong. • The people responsible for financial management have some knowledge and/or authority. • Organization has operated with a deficit some years but has a plan to address any deficit. • Financial checks and balances and policies may not be in place or may not be employed consistently. • Operating budgets and financials submitted with application are adequate, some inconsistency between budgets, 990 and CDP. • CDP demonstrates average performance and financial outlook appropriate to the organization's size, scope, maturity and purpose. • Some potential issues found in CDP are not addressed in application narrative or site visit. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Weak financial structure and processes are in place. • The people responsible for financial management have inadequate knowledge and/or authority. • Organization has operated with a deficit most years; may not have an adequate plan to address any deficit. • Financial checks and balances and policies do not exist. • Operating budgets and financials submitted with application contain multiple errors, are very inconsistent, lack information and/or demonstrate poor fiscal oversight. • CDP demonstrates poor performance or financial outlook for the organization's size, scope, maturity and purpose. • Most or all issues found in CDP are not addressed in application narrative or site visit.