## Philadelphia Cultural Fund 2018 Art & Culture Grant – Criteria Rubric
## ESTABLISHED ORGANIZATIONS – PROGRAM GRANT APPLICATIONS

| | Strong | Adequate | Inconsistent |
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| **Program Merit & Strength**<br><br>**15 points**<br><br>*Does the program align with the organization's mission? Does the program have a clearly defined artistic vision?* | *11 to 15 points*<br>• The program strongly aligns with the applicant's organizational mission and vision.<br>• The program's artistic purpose is clearly articulated. | *6 to 10 points*<br>• Program is loosely aligned with the applicant's organizational mission and vision.<br>• The program's artistic purpose is not clearly articulated. | *1 to 5 points*<br>• Program does not align with the applicant's organizational mission and vision.<br>• The program's artistic purpose is not clear. |
| **Community Impact**<br><br>**25 points**<br><br>*Is their self-defined community clear? Do they know who this program is trying to serve? Is it clear that this program is serving that community?* | *18 to 25 points*<br>• Organization is very clear on the community this program intends to serve.<br>• Applicant prioritizes and pursues authentic engagement with its community through this program.<br>• Program has a distinct and valuable role in an artistic or cultural discipline, a particular community or demographic, within in the city-at-large or the nation.<br>• The organization engages in tactics to know who participates in or is served by the program. | *9 to 17 points*<br>• Applicant attempts meaningful engagement with its community through this program.<br>• Program is taking on an emerging role in an artistic or cultural discipline, a particular community or demographic in the city-at-large or the nation.<br>• The organization has some anecdotal sense of who participates in or is served by the program. | *1 to 8 points*<br>• There is insufficient information to gauge the program's impact on the applicant's self-identified community.<br>• Program provides outreach or services that may be inconsistent or ineffective.<br>• Program holds minor or yet to be developed role in an artistic or cultural discipline, a particular community or demographic in the city at large or the nation.<br>• The organization does not know who participates in or is served by the program. |
| **Operations & Managerial Capacity**<br><br>**15 points**<br><br>*Can the organization successfully operate itself and deliver the program?* | *11 to 15 points*<br>• Organizational and program structures (including design, budgeting, decision making, etc.) are aligned with size, maturity and purpose of the program.<br>• Key staff and/or volunteers are well qualified for their jobs.<br>• The organization utilizes strong operational structures and processes to sufficiently operate and support the program. | *6 to 10 points*<br>• Organizational and program structures (including design, budgeting, decision making, etc.) are somewhat aligned with size, maturity and purpose of the program.<br>• Key staff and/or volunteers are capable of doing their jobs.<br>• The organization utilizes some operational structures | *1 to 5 points*<br>• Organizational and program structures (including design, budgeting, decision making, etc.) are loosely, or not, aligned with size, maturity and purpose of the program.<br>• Key staff and/or volunteers may not be qualified.<br>• The organization does not utilize operational structures or processes to sufficiently |

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| | | or processes to sufficiently operate and support the program. | operate and support the program. |
| **Ability to Plan & Evaluate**<br><br>**15 points**<br><br>*Does the organization have an intentional and reflective approach to its work?* | **Strong**<br>*11 to 15 points*<br>• The organization has a plan and clearly articulated goals for the program, both short and long term.<br>• Program is managed through a robust planning process and cycle.<br>• The organization articulates how it will achieve the program's objectives and goals.<br>• Engages in ongoing program evaluation and modifies program plan as necessary. | **Adequate**<br>*6 to 10 points*<br>• The organization does some planning and has set some goals for the program, both short and long term.<br>• Program is managed through an adequate planning process, more could be done but the current process is satisfactory.<br>• The organization is able to articulate how they will achieve most of the program's objectives and, goals.<br>• Engages in periodic program evaluation; some evidence of program modification as needed. | **Inconsistent**<br>*1 to 5 points*<br>• The organization has insufficiently planned and set goals for the program.<br>• Does not exhibit the practice of planning for the immediate or longer term.<br>• There is insufficient information. It is unclear how program management occurs.<br>• The organization is unable to articulate how they will achieve objectives or goals, if any.<br>• The organization is unable to follow through with program plans or assessment of the results. |
| **Leadership & Governance**<br><br>**15 points**<br><br>*Does the organization have appropriate and shared ownership and oversight?* | **Strong**<br>*11 to 15 points*<br>• Board or advisory body structure and composition are effective and reflect the organization's and program's community.<br>• The work of the board or advisory body are aligned with the size, maturity and purpose of the organization.<br>• There is appropriate oversight of the program by the board or advisory body.<br>• If using a Fiscal Sponsor the organization actively works with it or an advisory body to develop strategies of the organization and provide oversight of the program. | **Adequate**<br>*6 to 10 points*<br>• Board or advisory body structure and composition are somewhat effective and reflect the organization's and program's community.<br>• The work of the board or advisory body are somewhat aligned with the size, maturity and purpose of the organization.<br>• There is moderate oversight of the program by the board or advisory body.<br>• If using a Fiscal Sponsor the organization has some engagement with it or an advisory body to guide the organization and provide | **Inconsistent**<br>*1 to 5 points*<br>• Board or advisory body structure and composition are not effective; neither reflect the organization's nor program's community.<br>• The work of the board or advisory body are loosely, or not, aligned with the size, maturity and purpose of the organization.<br>• There is little oversight of the program by the board committees or advisory body.<br>• If using a Fiscal Sponsor the organization does not engage with it nor an advisory body to guide the organization and provide |

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| **Integrity & Fiscal Responsibility**<br><br>**15 points**<br><br>*How strong is their financial planning and oversight?* | **Strong**<br>*11 to 15 points*<br>• Strong financial structure and processes are in place.<br>• Appropriate people with strong knowledge and authority are responsible for financial management.<br>• Organization has consistently operated without a deficit.<br>• Financial checks and balances and policies are in place and are utilized consistently.<br>• The program budget is well designed and credible; aligns with program budget history.<br>• CDP demonstrates strong performance and a healthy financial outlook appropriate to the size, maturity, scope and purpose of the organization/program.<br>• Any potential issues found in CDP are addressed in application narrative or site visit. | **Adequate**<br>*6 to 10 points*<br>• Moderate financial structure and processes are in place.<br>• People responsible for financial management have some knowledge and authority.<br>• Organization has a balanced budget or a plan to address any deficit.<br>• Financial checks and balances and policies may not be in place nor employed consistently.<br>• The program budget reasonably designed and moderately credible; somewhat aligns with program budget history.<br>• CDP demonstrates average performance and a financial outlook appropriate to the size, maturity, scope and purpose of the organization/program.<br>• Some potential issues found in CDP are not addressed in application narrative or site visit. | **Inconsistent**<br>*1 to 5 points*<br>• Weak to moderate financial structure and processes are in place.<br>• People responsible for financial management have little knowledge or authority.<br>• Organization does not have a balanced budget or plan to address a deficit.<br>• Financial checks and balances and policies are not in place.<br>• The program budget is not well designed and is not credible; does not align with program budget history.<br>• CDP demonstrates poor performance or financial outlook for the size, maturity, scope and purpose of the organization/program.<br>• Most or all issues found in CDP are not addressed in application narrative or site visit. |