

**Philadelphia Cultural Fund 2018 Art & Culture Grant – Criteria Rubric
NEW & EMERGING ORGANIZATIONS – GENERAL OPERATING GRANT APPLICATIONS**

<p>Program Merit and Strength</p> <p>15 points</p> <p><i>Does the applicant have a clearly defined mission and vision?</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • Mission statement is clear; compellingly articulates artistic mission. • Clear and strong vision of its future purpose; vision will keep mission on track. • All programs demonstrate focus on articulated mission. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Mission statement adequately articulates artistic mission. • Has some sense of vision for its future purpose; somewhat likely to keep mission on track. • Most, but not all, programs demonstrate focus on articulated mission. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Mission statement poorly articulates artistic mission. • Vision for its future purpose is not evident. • Some programs demonstrate a connection to articulated mission.
<p>Community Impact</p> <p>25 points</p> <p><i>Is their self-defined community clear? Do they know who they are trying to serve? Is it evident they are serving that community?</i></p>	<p>Strong <i>18 to 25 points</i></p> <ul style="list-style-type: none"> • Organization is very clear on the community it intends to serve. • The community it serves is relevant to its mission. • Organization demonstrates the ability to effectively and authentically engage their community through its programming and operations. 	<p>Adequate <i>9 to 17 points</i></p> <ul style="list-style-type: none"> • Organization is not very clear on the community it intends to serve. • The community it intends to serve is somewhat relevant to the organization’s mission. • Organization demonstrates some success authentically engaging their community through its programming and operations. 	<p>Inconsistent <i>1 to 8 points</i></p> <ul style="list-style-type: none"> • Organization cannot clearly articulate the community it wants to serve. • Insufficient information provided to assess the organization’s impact on its community. • The community isn’t linked to organization’s mission. • Organization has yet to demonstrate the ability to reach their intended community.
<p>Operations and Managerial Capacity</p> <p>15 points</p> <p><i>Can the organization successfully operate and sustain itself?</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are strongly aligned with size, purpose and maturity of the organization. • Organization has the operational capacity and knowledge for successful implementation. • Key staff and/or volunteers are well qualified for their jobs. • If volunteer-led, the organization employs clear operational structures, evidenced by written documents and policies. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are somewhat aligned with size, purpose and maturity of the organization. • Organization has the operational capacity and knowledge for satisfactory implementation. • Key staff and/or volunteers are capable of performing their jobs. • If volunteer-led, organization employs some operational structures, in some cases with written documents or policies. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are insufficient for the size, purpose and maturity of the organization. • Organization lacks the operational capacity and knowledge for successful implementation. • Many key staff and/or volunteers may not be qualified for their jobs. • If volunteer-led, organization lacks consistent 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 longer term with realistic goals. Is able to articulate how they will achieve objectives and goals set forth in a plan. 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"> Organization engages in some short- and longer term planning; has reasonable goals. Is able to articulate how they will achieve most of their objectives and goals set forth in a plan. 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"> Organization does not plan for immediate or longer term. Unable to articulate how goals were set or met. 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"> Organization actively works with a governance or advisory body of 3 or more to provide leadership and advice. The work of the governance or advisory body is appropriate for 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 structures and strategies of the organization. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Organization utilizes a governance or advisory body of 3 or more to provide leadership and advice. The work of the governance or advisory body is somewhat appropriate for the size, maturity and purpose of the organization. If using a fiscal sponsor, the organization can describe the relationship with and scope of services provided by the fiscal sponsor, and has some engagement with it or an advisory body to guide the organization and develop structures and strategies 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Organization's use of governance or advisory body for leadership and advice is minimal or nonexistent. The work of the governance or advisory body is not appropriate for the size, maturity and purpose of the organization. If using a fiscal sponsor, the organization is unable to describe the relationship or scope of services provided by fiscal sponsor and does not engage it or an advisory body to guide the organization and develop structures and strategies.
<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 balanced 	<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. People responsible for financial management have some knowledge and/or authority. Organization has a budget 	<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's budget is

	<p>budgets or a realistic plan to address any deficit.</p> <ul style="list-style-type: none">• Financial checks and balances are in place and are utilized consistently.• Operating budgets and financials submitted with the application are clear, realistic and demonstrate consistency with 990 and CDP.• Information provided in CDP supports application narrative and aligns with the financials.• Any potential issues found in CDP are addressed in application narrative or site visit.	<p>suitable to its size and scope.</p> <ul style="list-style-type: none">• Organization has a reasonable plan to address any past or present deficit.• Some financial checks and balances may not be in place and may not be employed consistently.• Some potential issues found in the CDP were not addressed in the application narrative or site visit	<p>unrealistic.</p> <ul style="list-style-type: none">• Financial checks and balances 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 fiscal oversight and outlook.• Most or all issues found in CDP are not addressed in the application narrative or site visit.
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