

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

<p><b>Program Merit and Strength</b></p> <p><b>15 points</b></p> <p><i>Does the program align with the organization’s mission? Does the program have a clearly defined artistic vision?</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>• Program strongly aligns with the organization’s mission and vision.</li> <li>• The program’s artistic purpose is clearly articulated.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>• Program is loosely aligned with the applicant’s organizational mission and vision.</li> <li>• The program’s artistic purpose is not clearly articulated.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>• Program does not align with the applicant’s organizational mission and vision.</li> <li>• The program’s artistic purpose is not clear.</li> </ul>
<p><b>Community Impact</b></p> <p><b>25 points</b></p> <p><i>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?</i></p>	<p><b>Strong</b> 18 to 25 points</p> <ul style="list-style-type: none"> <li>• Organization is very clear on the community this program intends to serve.</li> <li>• The community the program serves is relevant to the organization’s mission.</li> <li>• Organization demonstrates the ability to effectively and authentically engage their community through the program.</li> </ul>	<p><b>Adequate</b> 9 to 17 points</p> <ul style="list-style-type: none"> <li>• Organization is not very clear on the community this program intends to serve.</li> <li>• The community the program serves is somewhat relevant to the organization’s mission.</li> <li>• Organization demonstrates some ability to effectively and authentically engage their community through the program.</li> </ul>	<p><b>Inconsistent</b> 1 to 8 points</p> <ul style="list-style-type: none"> <li>• Organization cannot clearly articulate the community the program wants to serve</li> <li>• The community isn’t linked to organization’s mission.</li> <li>• Insufficient information provided to assess the program’s impact on its community.</li> <li>• Organization has yet to demonstrate that they are able to engage their community through this program.</li> </ul>
<p><b>Operations and Managerial Capacity</b></p> <p><b>15 points</b></p> <p><i>Can the organization successfully operate itself and deliver the program?</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>• Organizational and program structures (including design, budgeting, staffing, decision making, etc.) are aligned with size, maturity and purpose of the program.</li> <li>• Key staff and/or volunteers are well qualified to perform their jobs.</li> <li>• The organization utilizes strong operational structures and processes to sufficiently operate and support the program.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>• Organizational and program structures (including design, budgeting, staffing, decision making, etc.) are somewhat aligned with the size, maturity and purpose of the program.</li> <li>• Key staff and/or volunteers are capable of performing their jobs.</li> <li>• The organization utilizes some operational structures and processes to sufficiently operate and support the program.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>• Organizational and program structures (including design, budgeting, staffing, decision making, etc.) are loosely, or not, aligned with size, maturity and purpose of the program.</li> <li>• Key staff and/or volunteers may not be qualified.</li> <li>• The organization does not utilize operational structures or processes to sufficiently operate and support the program.</li> </ul>

<p><b>Ability to Plan and Evaluate</b></p> <p><b>15 points</b></p> <p><i>Does the organization have an intentional and reflective approach to its work?</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>• The organization has clearly articulated goals for the program; both short and longer term.</li> <li>• There is a clear plan for program implementation.</li> <li>• There is a strong commitment to self-assessment.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>• The organization has set some reasonable goals for the program, both short and longer term.</li> <li>• There is moderate program planning.</li> <li>• There is some commitment to self-assessment.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>• The organization has not set any goals for the program.</li> <li>• There is little or no program planning.</li> <li>• There is a low commitment to self-assessment.</li> </ul>
<p><b>Leadership and Governance</b></p> <p><b>15 points</b></p> <p><i>Does the organization have appropriate and shared ownership and oversight?</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>• Organization actively works with a governance or advisory body of 3 or more to provide leadership and advice.</li> <li>• The work of the governance or advisory body is appropriate for the size, maturity and purpose of the organization.</li> <li>• There is appropriate oversight of the program by the board or advisory body.</li> <li>• 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.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>• Organization utilizes a governance or advisory body of 3 or more to provide leadership and advice.</li> <li>• The work of the governance or advisory body is somewhat appropriate for the size, maturity and purpose of the organization.</li> <li>• There is moderate oversight of the program by the board or advisory body.</li> <li>• If using a fiscal sponsor the organization can describe the relationship with and scope of services provided by fiscal sponsor and has some engagement with it or an advisory body to guide the organization and provide oversight of the program.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>• Organization's use of governance or advisory body of 3 or more to provide leadership and advice is minimal or nonexistent.</li> <li>• The work of the governance or advisory body is not appropriate for the size, maturity and purpose of the organization.</li> <li>• There is little or no oversight of the program by the board or advisory body.</li> <li>• If using a fiscal sponsor the organization is unable to describe the relationship or scope of services provided by fiscal sponsor; organization has minimal engagement with fiscal sponsor or an advisory body to guide the organization and provide oversight of the program.</li> </ul>
<p><b>Integrity and Fiscal Responsibility</b></p> <p><b>15 points</b></p> <p><i>How strong is their financial</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>• Strong financial structure and processes are in place.</li> <li>• People with strong knowledge and authority are responsible for financial management.</li> <li>• Organization has a balanced</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>• Moderate financial structure and processes are in place.</li> <li>• People responsible for financial management have some knowledge and authority.</li> <li>• Organization has a balanced</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>• Weak to moderate financial structure and processes are in place.</li> <li>• People responsible for financial management have little knowledge or authority.</li> </ul>

<p><i>planning and oversight?</i></p>	<p>budget or has a realistic plan to address any deficit.</p> <ul style="list-style-type: none"><li>• Financial checks and balances are in place and are employed consistently.</li><li>• The program budget is well designed and realistic; aligns with program budget history.</li><li>• Any potential issues found in CDP are addressed in application narrative or site visit.</li></ul>	<p>budget or a plan to address any deficit.</p> <ul style="list-style-type: none"><li>• Financial checks and balances and policies may not be in place nor employed consistently.</li><li>• The program budget reasonably designed and moderately credible; somewhat aligns with program budget history.</li><li>• Some potential issues found in CDP are not directly addressed in the application narrative or site visit.</li></ul>	<ul style="list-style-type: none"><li>• Organization does not have a balanced budget or a plan to address any deficit.</li><li>• Financial checks and balances are not in place.</li><li>• Program budget is unrealistic, does not align with program budget history.</li><li>• CDP demonstrates poor performance and financial oversight; most or all issues found in CDP are not addressed in application narrative or site visit.</li></ul>
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