Philadelphia Cultural Fund - 2019 Art & Culture Grant
PROGRAM GRANT – CRITERIA RUBRIC

	Strong	**Adequate**	**Inconsistent**
Program Merit & Strength **15 points** *The art and culture program clearly aligns with the organization's mission.*	*11 to 15 points* • The program strongly aligns with the applicant organization's mission. • The program's artistic purpose is clearly articulated and evident. • The organization has designed a solid art and culture program.	*6 to 10 points* • The program is loosely aligned with the applicant organization's mission. • The program's artistic purpose is vaguely articulated and not fully evident. • The organization has designed an adequate art and culture program.	*1 to 5 points* • The program does not align with the applicant organization's mission. • The program's artistic purpose is not evident. • The organization has not designed a strong or even adequate art and culture program.
Community Impact **25 points** *The organization clearly defines the community/communities this program is intended to serve; its operations align to serve the community.*	*18 to 25 points* • The community this program is intended to serve is very clear. • The organization has structures and practices in place to deliver the program with integrity to the community it intends it to serve. • Organization prioritizes and pursues authentic engagement with its community through this program, whether the program is established or is emerging. • 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. • The applicant has a solid understanding of and relationship with the program's participants and community. • This program positively impacts the community it serves.	*9 to 17 points* • Applicant was not very clear about the community this program is intended to serve. • The organization uses standard structures and practices to generate community response or engagement. • The organization attempts to pursue authentic engagement with its community through this program, whether the program is established or emerging. • The 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. • The applicant has an anecdotal understanding of or relationship with the program's participants and community. • This program has a moderately positive impact on the community.	*1 to 8 points* • The community this program intends to serve is not clear or was not identified. • There is insufficient information to gauge the program's potential impact on the applicant's self-identified community. • Program provides outreach or services that are inconsistent or ineffective. • 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. • The applicant does not have an understanding of or relationship with the program's participants and community. • The program has minimal positive impact on the community.

	Strong *11 to 15 points*	Adequate *6 to 10 points*	Inconsistent *1 to 5 points*
Operations & Managerial Capacity **15 points** *Effective and stable operations*	• Organizational and program structures (including design, budgeting, decision making, etc.) are aligned with size, maturity and purpose of the program, and the applicant organization. • Key staff and/or volunteers are well qualified for their positions. • The organization utilizes strong operational structures and processes (including those with its fiscal sponsor when applicable) to effectively operate and support the program.	• Organizational and program structures (including design, budgeting, decision making, etc.) are somewhat aligned with size, maturity and purpose of the program, and applicant organization. • Key staff and/or volunteers are capable of doing their jobs. • The organization utilizes some operational structures or processes (including those with its fiscal sponsor when applicable) to sufficiently operate and support the program.	• Organizational and program structures (including design, budgeting, decision making, etc.) are loosely, or not, aligned with size, maturity and purpose of the program, and applicant organization. • Key staff and/or volunteers may not be qualified for their positions. • The organization does not utilize operational structures or processes (including those with its fiscal sponsor when applicable) to sufficiently operate and support the program.
Ability to Plan & Evaluate **15 points** *Intentional and reflective approach to its operations and programming.*	• The organization has a plan and clearly articulated goals for the program, both short and long term. • Program is managed through a robust planning process and cycle. • The organization articulates how it will achieve the program's objectives and goals. • There is a strong commitment to ongoing program assessment; modifies program as needed.	• The organization does some planning and has set some goals for the program, both short and long term. • Some program planning is in place; more could be done but the current process is satisfactory. • The organization has some sense of how it will achieve the program's objectives and goals. • Engages in periodic program assessment and modification.	• The organization has insufficiently planned and set goals for the program. • Does not exhibit the practice of planning for the immediate or longer term. • It is unclear how program management occurs. • The organization is unable to articulate how they will achieve objectives or goals, if any. • The organization is unable to follow through with program plans or assessment of the results.
Leadership & Governance **15 points** *The organization is led and strengthened by its Board of*	• Board structure and composition are effective for the size and maturity of the organization and the function of its board. • The board composition reflects	• Board structure and composition are somewhat effective for the size and maturity of the organization and the function of its board.	• Board structure and composition are not effective for the size and maturity of the organization and the function of its board;

Directors or, if fiscally sponsored, its oversight group/council/board.	the program's community. • The board committees or working groups are suitable for the size, maturity and purpose of the organization. • If using a fiscal sponsor, the organization is overseen by and actively works with an advisory group/council to guide the organization and develop its structures and strategies.	• The board composition reflects the program's community to some extent. • The board committees or working groups are somewhat suitable for the size, maturity and purpose of the organization. • If using a fiscal sponsor, the organization has some engagement with an advisory group/council to guide the organization and develop its structures and strategies.	leadership and oversight are lacking. • The board composition does not reflect the program's community. • The board committees or working groups are not suitable for the size, maturity and purpose of the organization. • If using a fiscal sponsor, the organization is unable to describe the relationship or is inadequately engaged with an advisory group/council to guide the organization and develop its structures and strategies.
	Strong *11 to 15 points*	**Adequate** *6 to 10 points*	**Inconsistent** *1 to 5 points*
Integrity & Fiscal Responsibility **15 points** *Robust financial structures and practices are in place.*	• Strong financial infrastructure and processes for the program are in place. • Program management structure and personnel are appropriate for the size, maturity and scope of program operations. • The program budget is well designed and credible; aligns with program budget history. • The organization's current operating budget is sound and reflects this program's expenses and income. • CDP demonstrates strong performance and a healthy financial outlook appropriate for the size, maturity, scope and purpose of the organization/program. • Any potential issues found in CDP are addressed in application narrative or site visit.	• Moderate financial infrastructure and processes are in place. • Program management structure and personnel are not ideal for the size, maturity and scope of program operations. • The program budget is reasonably well designed and fairly credible; somewhat aligns with program budget history. • The organization's current operating budget is sound but may not include this program's expenses and income. • CDP demonstrates average performance and financial outlook appropriate for the size, maturity, scope and purpose of the organization/program. • Some potential issues found	• Weak to moderate financial infrastructure and processes are in place. • Program management structure and personnel are not sufficient for the size, maturity and scope of program operations. • The program budget is not well designed, is incomplete or not credible; does not align with program budget history. • The organization's current operating budget may not be clear and this program's expenses and income are not reflected. • CDP demonstrates poor performance or financial outlook for the size, maturity, scope and purpose of the organization/program. • Most or all issues found in CDP are not addressed in

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