

**Philadelphia Cultural Fund - 2019 Art & Culture Grant  
ESTABLISHED ORGANIZATIONS – GENERAL OPERATING GRANT – CRITERIA RUBRIC**

<p align="center"><b>Program Merit &amp; Strength</b></p> <p align="center"><b>15 points</b></p> <p align="center"><i>There is a clearly articulated mission with a strong link to the programming.</i></p>	<p align="center"><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement is clear; compellingly articulates artistic mission.</li> <li>• All programs demonstrate focus on articulated mission.</li> <li>• Clear and strong vision of its long-term purpose; vision will keep mission on track.</li> </ul>	<p align="center"><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement adequately articulates artistic mission.</li> <li>• Most, but not all, programs demonstrate focus on articulated mission.</li> <li>• Has a sense of vision for its long-term purpose; somewhat likely to keep mission on track.</li> </ul>	<p align="center"><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement poorly articulates artistic mission.</li> <li>• Few programs demonstrate a connection to articulated mission.</li> <li>• Vision for its long-term purpose is not evident.</li> </ul>
<p align="center"><b>Community Impact</b></p> <p align="center"><b>25 points</b></p> <p align="center"><i>The community/communities the organization intends to serve is clearly defined. The operations and programs align to serve their self-defined community.</i></p>	<p align="center"><b>Strong</b> <i>18 to 25 points</i></p> <ul style="list-style-type: none"> <li>• Organization is very clear on the community it intends to serve.</li> <li>• It is evident the organization is positively impacting its community.</li> <li>• Organization embraces and pursues authentic engagement with its community through its programming and operations.</li> <li>• Organization holds distinctive role in an artistic or cultural discipline, with a particular community or demographic, in the city-at-large or beyond.</li> </ul>	<p align="center"><b>Adequate</b> <i>9 to 17 points</i></p> <ul style="list-style-type: none"> <li>• Organization is not very clear on the community it intends to serve.</li> <li>• It is somewhat apparent that the organization is positively impacting its community.</li> <li>• Organization pursues engagement with its community to some degree, or inconsistently, through its programming and operations.</li> <li>• Organization holds established role in an artistic or cultural discipline, with a particular community or demographic, in the city-at-large or beyond.</li> </ul>	<p align="center"><b>Inconsistent</b> <i>1 to 8 points</i></p> <ul style="list-style-type: none"> <li>• Organization does not clearly articulate the community it wants to serve.</li> <li>• Insufficient information was provided to assess the organization's impact on its community.</li> <li>• Organization ineffectively or inconsistently engages with its community through its programming and operations.</li> <li>• 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.</li> </ul>
<p align="center"><b>Operations &amp; Managerial Capacity</b></p> <p align="center"><b>15 points</b></p> <p align="center"><i>Effective and stable operations</i></p>	<p align="center"><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are clear and fully aligned with size, purpose and maturity of the organization.</li> <li>• Key staff and/or volunteers are well qualified for their positions.</li> <li>• If using a fiscal sponsor, the organization can describe the relationship with and scope of services provided by the fiscal sponsor.</li> </ul>	<p align="center"><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are somewhat clear and aligned with size, purpose and maturity of the organization.</li> <li>• Key staff and/or volunteers are capable of doing their jobs.</li> <li>• If using a fiscal sponsor, the organization can describe the relationship with and scope of services provided by the fiscal</li> </ul>	<p align="center"><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are not clear and are insufficient for the size, purpose and maturity of the organization.</li> <li>• Many key staff and/or volunteers may not be qualified for their positions.</li> <li>• If using a fiscal sponsor, the organization is unable to describe the relationship or</li> </ul>

		sponsor.	scope of services provided by the fiscal sponsor.
<p><b>Ability to Plan &amp; Evaluate</b></p> <p><b>15 points</b></p> <p><i>Intentional and reflective approach to its operations and programming.</i></p>	<p><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>Strongly exhibits the ability to plan for immediate and long term.</li> <li>Organization functions with a robust planning process and cycle.</li> <li>Is able to articulate how they will achieve the objectives and goals set forth in a plan.</li> <li>Regularly follows through with formalized plans appropriate to the organization's size, purpose and maturity, regularly assesses the results and modifies as needed.</li> <li>There is a strong commitment to programmatic and organizational self-assessment; organization solicits constituent feedback.</li> <li>Evaluations of ED, staff and/or volunteers are performed regularly.</li> </ul>	<p><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>Engages in some short and long term planning.</li> <li>Organization functions with an adequate planning process and cycle.</li> <li>Is somewhat able to articulate how they will achieve the objectives and goals set forth in a plan.</li> <li>Has some ability to follow through with formalized plans, periodically assesses the results and modifies plans.</li> <li>Some programmatic and/or organizational self-assessment; constituent feedback may or may not be solicited.</li> <li>Evaluations of ED, staff or volunteers are performed but irregularly.</li> </ul>	<p><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>Does not exhibit the ability or intention to plan for the immediate or long term.</li> <li>Organization does not have a regular planning process in place.</li> <li>Unable to articulate how they will achieve the objectives and goals they have set, if any.</li> <li>Operations appear erratic and organization is unable to follow through with formalized plans, assess results or make modifications as needed.</li> <li>Programmatic and organizational self-assessment not evident; constituent feedback is not solicited.</li> <li>Evaluations of ED, staff or volunteers may not be performed.</li> </ul>
<p><b>Leadership &amp; Governance</b></p> <p><b>15 points</b></p> <p><i>The organization is led and strengthened by its Board of Directors or, if fiscally sponsored, its oversight group/council/board.</i></p>	<p><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>Board structure and composition are effective for the size of the organization and the function of its board.</li> <li>The board composition reflects the organization's community and artistic discipline.</li> <li>The board committees or working groups are suitable for the size, maturity and purpose of the organization.</li> <li>Operates with high ethical standards.</li> <li>If using a fiscal sponsor, the</li> </ul>	<p><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>Board structure and composition are somewhat effective for the size of the organization and the function of its board.</li> <li>The board composition reflects the organization's community and artistic discipline to some extent.</li> <li>The board committees or working groups are somewhat suitable for the size, maturity and purpose of the organization.</li> </ul>	<p><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>Board structure and composition are ineffective; leadership and oversight are lacking.</li> <li>Board composition does not reflect the organization's community or artistic discipline.</li> <li>The board committees or working groups are loosely, or not, suitable for the size, maturity and purpose of the organization.</li> <li>Operates with weak ethical</li> </ul>

	<p>organization is overseen by and actively works with an advisory group/council to guide the organization and develop its structures and strategies.</p>	<ul style="list-style-type: none"> <li>Operates with some measure of ethical standards.</li> <li>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.</li> </ul>	<p>standards.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>
<p style="text-align: center;"><b>Integrity &amp; Fiscal Responsibility</b></p> <p style="text-align: center;"><b>15 points</b></p> <p><i>Robust financial systems and practices are in place.</i></p>	<p style="text-align: center;"><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>Staff structure and personnel are appropriate for size and scope of operations.</li> <li>Board provides solid financial oversight.</li> <li>Organization has consistently operated without a deficit.</li> <li>Financial checks and balances and policies are in place, are sound and utilized consistently.</li> <li>Operating budgets and financials submitted with the application are clear, realistic and demonstrate consistency with 990 and CDP.</li> <li>CDP demonstrates strong performance trends and a healthy financial outlook appropriate to the organization's size, scope, maturity and purpose.</li> <li>Any potential issues found in CDP are addressed in application narrative or site visit.</li> </ul>	<p style="text-align: center;"><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>Staff structure and personnel are not ideal for the size and scope of operations.</li> <li>Board provides a moderate amount of financial oversight; could be stronger.</li> <li>Organization has operated with a deficit some years but addressed any deficit effectively.</li> <li>Financial checks and balances and policies may not be in place or may not be employed consistently.</li> <li>Operating budgets and financials submitted with application are adequate, some inconsistency between budgets, 990 and CDP.</li> <li>CDP demonstrates adequate performance trends and financial outlook appropriate to the organization's size, scope, maturity and purpose.</li> <li>Not all potential issues found in CDP were sufficiently addressed in application or site visit.</li> </ul>	<p style="text-align: center;"><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>Staff structure and personnel are not sufficient for the size and scope of operations.</li> <li>Board provides little or no financial oversight.</li> <li>Organization has operated with a deficit most years; may not have an adequate plan to address any deficit.</li> <li>Financial checks and balances and policies do not exist.</li> <li>Operating budgets and financials submitted with application contain multiple errors, are very inconsistent, lack information and/or demonstrate poor financial management and oversight.</li> <li>CDP demonstrates poor performance trends or financial outlook for the organization's size, scope, maturity and purpose.</li> <li>Issues found in CDP were either not addressed in application or site visit, or insufficiently explained.</li> </ul>