

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

<p>Program Merit & Strength</p> <p>15 points</p> <p><i>There is a clearly articulated mission that strongly links to the programming.</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. • All programs demonstrate focus on articulated mission. • Clear and strong vision of its future purpose; confident that vision will keep mission on track. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Mission statement adequately articulates artistic mission. • Most, but not all, programs demonstrate focus on articulated mission. • Has some sense of vision for its future purpose; somewhat likely to keep mission on track. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Mission statement poorly articulates artistic mission. • Few programs demonstrate a connection to articulated mission. • Vision for its future purpose is not evident.
<p>Community Impact</p> <p>25 points</p> <p><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>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. • It is evident that the organization is having a positive impact on its community. • The community it intends to serve 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. • It is somewhat apparent that the organization is having a positive impact on its community. • The community it intends to serve is somewhat but not entirely relevant to the organization's mission. • Organization demonstrates some success to authentically engage 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 it intends to serve isn't linked to organization's mission. • Organization has yet to demonstrate the ability to reach or engage their intended community.
<p>Operations & Managerial Capacity</p> <p>15 points</p> <p><i>Effective and stable operations</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are clear and fully aligned with size, purpose and age of the organization. • Clearly has the operational and management capacity and knowledge for successful implementation. • Key staff and/or volunteers are well qualified for their positions. • If using a fiscal sponsor, the 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are somewhat clear and aligned with size, purpose and age of the organization. • Operational and management capacity and knowledge will result in satisfactory implementation. • Key staff and/or volunteers are capable of performing their jobs. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Operational structure and decision making roles are not clear and insufficient for the size, purpose and age of the organization. • Organization lacks the operational and management capacity and knowledge for successful implementation. • Many key staff and/or volunteers may not be qualified for their positions.

	organization can describe the relationship with and scope of services provided by the fiscal sponsor.	<ul style="list-style-type: none"> If using a fiscal sponsor, the organization can describe the relationship with and scope of services provided by the fiscal sponsor. 	<ul style="list-style-type: none"> If using a fiscal sponsor, the organization is unable to describe the relationship or scope of services provided by the fiscal sponsor.
<p>Ability to Plan & Evaluate</p> <p>15 points</p> <p><i>Intentional and reflective approach to its operations and programming.</i></p>	<p>Strong 11 to 15 points</p> <ul style="list-style-type: none"> Strongly exhibits the ability to plan for immediate and longer term, with realistic goals. Planning tools utilized well to prepare the organization to identify and achieve their objectives and goals. There is a strong commitment to programmatic and organizational self-assessment; organization solicits constituent feedback. 	<p>Adequate 6 to 10 points</p> <ul style="list-style-type: none"> Engages in some short- and longer term planning; has reasonable goals. Planning tools utilized may not be adequate to prepare the organization to identify and achieve their objectives and goals. Some programmatic and/or organizational self-assessment; constituent feedback may or may not be solicited. 	<p>Inconsistent 1 to 5 points</p> <ul style="list-style-type: none"> Does not adequately plan for immediate or longer term. Planning tools insufficient to prepare the organization to identify and achieve goals and objectives. Programmatic and organizational self-assessment not evident; constituent feedback is not solicited.
<p>Leadership & Governance</p> <p>15 points</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>Strong 11 to 15 points</p> <ul style="list-style-type: none"> Organization actively works with a governing board or oversight body/council of 3 or more to provide leadership and advice. The composition of the board or council reflects the organization's community and artistic discipline. The structure of the board or council is appropriate for the size, age and purpose of the organization. 	<p>Adequate 6 to 10 points</p> <ul style="list-style-type: none"> Organization has, but may underutilize, a governing board or oversight body/council of 3 or more to provide leadership and advice. The composition of the board or council reflects the organization's community and artistic discipline to some extent. The structure of the board or council may not be optimal for the size, age and purpose of the organization. 	<p>Inconsistent 1 to 5 points</p> <ul style="list-style-type: none"> Organization's use of governance or oversight body for leadership and advice is minimal or nonexistent. The composition of the board or council does not reflect the organization's community or artistic discipline. The structure of the board or council oversight is not appropriate for the size, age and purpose of the organization.
<p>Integrity & Fiscal Responsibility</p> <p>15 points</p> <p><i>Robust financial systems and</i></p>	<p>Strong 11 to 15 points</p> <ul style="list-style-type: none"> Staff structure and personnel are appropriate for size, age and scope of operations. Board provides solid financial oversight. Organization has operated 	<p>Adequate 6 to 10 points</p> <ul style="list-style-type: none"> Staff structure and personnel are not yet ideal for the size, age and scope of operations. Board provides a moderate amount of financial oversight; could be stronger. 	<p>Inconsistent 1 to 5 points</p> <ul style="list-style-type: none"> Staff structure and personnel are not sufficient for the size, age and scope of operations. Board provides little or no financial oversight. Organization's budget is

<p><i>practices are in place.</i></p>	<p>without a deficit.</p> <ul style="list-style-type: none"> • Strong financial checks and balances are in place and 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. 	<ul style="list-style-type: none"> • Organization has a budget suitable to its size and scope. • Organization has addressed any past or present deficit satisfactorily. • Adequate financial checks and balances are in place but could be strengthened. • Operating budgets and financials submitted with application are adequate, some inconsistency between budgets, 990 and CDP. • Not all potential issues found in the CDP were sufficiently 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 financial management. • CDP demonstrates poor fiscal oversight and outlook. • All issues found in CDP were not sufficiently addressed in the application narrative or site visit.
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