

**Philadelphia Cultural Fund - 2020 Art & Culture Grant
PROGRAM GRANT – CRITERIA RUBRIC**

<p>Program Merit & Strength</p> <p>15 points</p> <p><i>The art and culture program clearly aligns with the organization's mission.</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • The art and culture 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. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • The art and culture program is somewhat 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. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • The art and culture 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.
<p>Community Impact</p> <p>25 points</p> <p><i>The organization clearly defines the community/communities this art and culture program is intended to serve; its operations and the program align to serve their self-defined community.</i></p>	<p>Strong <i>18 to 25 points</i></p> <ul style="list-style-type: none"> • 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 can demonstrate its relationship with the program's participants and community. • This program positively impacts the community it serves. 	<p>Adequate <i>9 to 17 points</i></p> <ul style="list-style-type: none"> • 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. 	<p>Inconsistent <i>1 to 8 points</i></p> <ul style="list-style-type: none"> • 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 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.

<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"> 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/parent organization when applicable) to effectively operate and support the program. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> 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/parent organization when applicable) to sufficiently operate and support the program. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> 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. Many 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/parent organization when applicable) to sufficiently operate and support the program.
<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 <i>11 to 15 points</i></p> <ul style="list-style-type: none"> The organization has a plan and clearly articulated goals for the program, both short and long term. Program is managed through a robust and credible 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. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> 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. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> 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. No evidence of the organization being able to follow through with program plans or assessment and modification.
<p>Leadership & Governance</p> <p>15 points</p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> Governance/leadership structure and composition are effective for the size of the organization (not 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Governance/leadership structure and composition are somewhat effective for 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Governance/leadership structure and composition are not effective for the size

<p><i>The organization is led and strengthened by its Board of Directors or, if fiscally sponsored/operates as program of a parent organization, its oversight group/council/board.</i></p>	<p>just the program), and the function of its board/council. Oversight is evident.</p> <ul style="list-style-type: none"> • The art and culture program’s community is represented on the organization’s board/council. • The board/council committees or working groups are suitable for the size, maturity, and purpose of the organization. • If applying with a fiscal sponsor parent organization, the applicant is overseen by and actively works with an advisory group/council to guide the applicant operationally and to develop its structures and strategies. 	<p>the size of the organization (not just the program), and the function of its board/council. Oversight is somewhat evident.</p> <ul style="list-style-type: none"> • The art and culture program’s community is somewhat represented on the organization’s board/council. • The board/council committees or working groups are somewhat suitable for the size, maturity, and purpose of the organization. • If applying with a fiscal sponsor/parent organization, the applicant has some engagement with an advisory group/council to guide the applicant operationally and to develop its structures and strategies. 	<p>of the organization (not just the program), and the function of its board/council; leadership and oversight are lacking.</p> <ul style="list-style-type: none"> • It is difficult to determine whether the art and culture program’s community is represented on the organization’s board/council. • The board/council committees or working groups are not suitable for the size, maturity, and purpose of the organization. • If applying with a fiscal sponsor/parent organization, the applicant is unable to describe its relationship to an advisory group/council; it is unclear who guides the organization operationally to develop its structures and strategies.
<p>Integrity & Fiscal Responsibility</p> <p>15 points</p> <p><i>Robust financial structures and practices are in place.</i></p>	<p>Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> • Strong financial infrastructure and processes for the organization and program are in place. • Program management structure and personnel are appropriate for the size, maturity, and scope of program. • 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. • Funder Report demonstrates strong performance and a healthy financial outlook appropriate for the size, maturity, scope, and 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> • Moderate financial infrastructure and processes are in place for the organization and program. • Program management structure and personnel are not ideal for the size, maturity, and scope of program. • 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. • Funder Report demonstrates 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> • Weak to moderate financial infrastructure and processes are in place for the organization and program. • Program management structure and personnel are not sufficient for the size, maturity, and scope of program. • 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.

	<p>purpose of the organization/program. Supports application narrative.</p> <ul style="list-style-type: none">• Any potential issues found in the Funder Report are addressed in application or site visit.	<p>average performance and financial outlook appropriate for the size, maturity, scope, and purpose of the organization/program.</p> <ul style="list-style-type: none">• Some potential issues found in the Funder Report are not addressed in application or site visit.	<ul style="list-style-type: none">• Funder Report demonstrates poor performance or financial outlook for the size, maturity, scope, and purpose of the organization/program.• Most or all issues found in the Funder Report were either not addressed or insufficiently explained in application or site visit.
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