# Program Merit & Strength

## 15 points

The art and culture program clearly aligns with the applicant organization’s mission.

- 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.

## Community Impact

## 25 points

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.

### Strong

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 can demonstrate its relationship with the program’s participants and community.
- This program positively impacts the community it serves.

### Adequate

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.

### Inconsistent

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 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.

### Program GRANT – CRITERIA RUBRIC

<table>
<thead>
<tr>
<th>Program Grant</th>
<th>Strong 11 to 15 points</th>
<th>Adequate 6 to 10 points</th>
<th>Inconsistent 1 to 5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Merit &amp; Strength</td>
<td>The art and culture program strongly aligns with the applicant organization’s mission.</td>
<td>The art and culture program is somewhat aligned with the applicant organization’s mission.</td>
<td>The art and culture program does not align with the applicant organization’s mission.</td>
</tr>
<tr>
<td>Community Impact</td>
<td>The organization has structures and practices in place to deliver the program with integrity to the community it intends it to serve.</td>
<td>The program’s artistic purpose is vaguely articulated and not fully evident.</td>
<td>The program’s artistic purpose is not evident.</td>
</tr>
<tr>
<td></td>
<td>Organization prioritizes and pursues authentic engagement with its community through this program, whether the program is established or is emerging.</td>
<td>The organization has designed an adequate art and culture program.</td>
<td>The organization has not designed a strong or even adequate art and culture program.</td>
</tr>
<tr>
<td></td>
<td>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.</td>
<td>The program is established or is emerging.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The applicant has a solid understanding of and can demonstrate its relationship with the program’s participants and community.</td>
<td>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.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This program positively impacts the community it serves.</td>
<td>The applicant has an anecdotal understanding of or relationship with the program’s participants and community.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>This program has a moderately positive impact on the community.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Philadelphia Cultural Fund - 2020 Art & Culture Grant

- Program Grant – CRITERIA RUBRIC

- The organization has designed an art & culture program.

- The program is intended to serve.

- The program’s participants and community.

- The program positively impacts the community.

- The 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 program has minimal positive impact on the community.

- 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.

- The community, its operations and the program align to serve their self-defined community.

- The program positively impacts the community it serves.

- 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.

- The program positively impacts the community.

- 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.
<table>
<thead>
<tr>
<th>Operations &amp; Managerial Capacity</th>
<th>Strong 11 to 15 points</th>
<th>Adequate 6 to 10 points</th>
<th>Inconsistent 1 to 5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Effective and stable operations</strong></td>
<td>- Organizational and program structures (including design, budgeting, decision making, etc.) are aligned with size, maturity, and purpose of the program and the applicant organization.</td>
<td>- Organizational and program structures (including design, budgeting, decision making, etc.) are somewhat aligned with size, maturity, and purpose of the program and applicant organization.</td>
<td>- 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.</td>
</tr>
<tr>
<td></td>
<td>- Key staff and/or volunteers are well qualified for their positions.</td>
<td>- Key staff and/or volunteers are capable of doing their jobs.</td>
<td>- Many key staff and/or volunteers may not be qualified for their positions.</td>
</tr>
<tr>
<td></td>
<td>- 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.</td>
<td>- 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.</td>
<td>- 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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ability to Plan &amp; Evaluate</th>
<th>Strong 11 to 15 points</th>
<th>Adequate 6 to 10 points</th>
<th>Inconsistent 1 to 5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intentional and reflective approach to its operations and programming.</strong></td>
<td>- The organization has a plan and clearly articulated goals for the program, both short and long term.</td>
<td>- The organization does some planning and has set some goals for the program, both short and long term.</td>
<td>- The organization has insufficiently planned and set goals for the program.</td>
</tr>
<tr>
<td></td>
<td>- Program is managed through a robust and credible planning process and cycle.</td>
<td>- Some program planning is in place; more could be done but the current process is satisfactory.</td>
<td>- Does not exhibit the practice of planning for the immediate or longer term.</td>
</tr>
<tr>
<td></td>
<td>- The organization articulates how it will achieve the program’s objectives and goals.</td>
<td>- The organization has some sense of how it will achieve the program’s objectives and goals.</td>
<td>- It is unclear how program management occurs.</td>
</tr>
<tr>
<td></td>
<td>- There is a strong commitment to ongoing program assessment; modifies program as needed.</td>
<td>- Engages in periodic program assessment and modification.</td>
<td>- The organization is unable to articulate how they will achieve objectives or goals, if any.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- No evidence of the organization being able to follow through with program plans or assessment and modification.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Leadership &amp; Governance</th>
<th>Strong 11 to 15 points</th>
<th>Adequate 6 to 10 points</th>
<th>Inconsistent 1 to 5 points</th>
</tr>
</thead>
<tbody>
<tr>
<td>15 points</td>
<td>- Governance/leadership structure and composition are effective for the size of the organization (not qualifiable for their positions).</td>
<td>- Governance/leadership structure and composition are somewhat effective for the size of the organization (not qualifiable for their positions).</td>
<td>- Governance/leadership structure and composition are not effective for the size of the organization (not qualifiable for their positions).</td>
</tr>
</tbody>
</table>
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.

- The organization's leadership and oversight are evident.
- 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.

### Integrity & Fiscal Responsibility

**15 points**

Robust financial structures and practices are in place.

#### Strong

**11 to 15 points**

- 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 size of the organization (not just the program), and the function of its board/council. Oversight is evident.
- 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.

#### Adequate

**6 to 10 points**

- 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 strong performance and a healthy financial outlook appropriate for the size, maturity, scope, and size of the organization (not just the program), and the function of its board/council. Oversight is somewhat evident.
- 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.

#### Inconsistent

**1 to 5 points**

- 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 unclear or not credible; does not align with program budget history.
- The program budget is not credible; does not align with program budget history.
- The organization’s current operating budget is not complete or not credible; does not align with program’s expenses and income.
- Funder Report does not reflect strong performance and a healthy financial outlook appropriate for the size, maturity, scope, and size of the organization (not just the program), and the function of its board/council; leadership and oversight are lacking.
<table>
<thead>
<tr>
<th>Purpose of the organization/program. Supports application narrative.</th>
<th>Any potential issues found in the Funder Report are addressed in application or site visit.</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supports application narrative.</td>
<td>Any potential issues found in the Funder Report are addressed in application or site visit.</td>
<td>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.</td>
</tr>
<tr>
<td>Average performance and financial outlook appropriate for the size, maturity, scope, and purpose of the organization/program. Some potential issues found in the Funder Report are not addressed in application or site visit.</td>
<td>Most or all issues found in the Funder Report were either not addressed or insufficiently explained in application or site visit.</td>
<td>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.</td>
</tr>
</tbody>
</table>