

**Philadelphia Cultural Fund - 2020 Art & Culture Grant
ESTABLISHED ORGANIZATIONS – GENERAL OPERATING GRANT – CRITERIA RUBRIC**

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

		provided by the fiscal sponsor/parent organization.	scope of services provided by the fiscal sponsor/parent organization.
<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"> Strongly exhibits the ability to plan for immediate and long term, both operationally and programmatically. Organization functions with a robust planning process and cycle for its operations and programming. Is able to articulate how they will achieve the objectives and goals set forth in a plan. Regularly follows through with formalized plans appropriate to the organization's size, purpose, and maturity, regularly assesses the results and modifies as needed. There is a strong commitment to organizational and programmatic self-assessment; organization regularly solicits constituent feedback. Evaluations of executive director or organization's leader, staff and/or volunteers are performed regularly. 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Engages in some short and long term planning, both operationally and programmatically. Organization functions with an adequate planning process and cycle for its operations and programming. Is somewhat able to articulate how they will achieve the objectives and goals set forth in a plan. Has some ability to follow through with formalized plans, periodically assesses the results and modifies plans. Some organizational and/or programmatic self-assessment; constituent feedback solicited occasionally. Evaluations of executive director or organization's leader, staff, or volunteers are performed but irregularly. 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Does not exhibit the ability or intention to plan for the immediate or long term, either operationally or programmatically. Organization does not have a regular planning process in place. Unable to articulate how they will achieve the objectives and goals they have set, if any. Operations appear erratic and organization is unable to follow through with formalized plans, assess results or make modifications as needed. Organizational and programmatic self-assessment not evident; constituent feedback is not solicited. Evaluations of executive director or organization's leader, staff, or volunteers may not be performed.
<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/operates as the program of a parent organization, its oversight group/council/board.</i></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 and the function of its board/council. Oversight is evident. The board/council composition reflects the organization's community and artistic discipline. The board/council committees or working groups are suitable for the 	<p>Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Governance/leadership structure and composition are somewhat effective for the size of the organization and the function of its board/council. Oversight is somewhat evident. The board/council composition reflects the organization's community and artistic 	<p>Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Governance/leadership structure and composition are ineffective; leadership and oversight are lacking. Board/council composition does not reflect the organization's community or artistic discipline. The board/council committees or working

	<p>size, maturity, and purpose of the organization.</p> <ul style="list-style-type: none"> Operates with high ethical standards. If applying with a fiscal sponsor/parent organization, the applicant is overseen by and actively works with an advisory group/council to guide the organization operationally or the program operationally and artistically to develop its structures and strategies. 	<p>discipline to some extent.</p> <ul style="list-style-type: none"> The board/council committees or working groups are somewhat suitable for the size, maturity, and purpose of the organization. Operates with some measure of ethical standards. If applying with a fiscal sponsor/parent organization, the applicant has some engagement with an advisory group/council to guide the organization operationally or the program operationally and artistically to develop its structures and strategies. 	<p>groups are loosely, or not, suitable for the size, maturity, and purpose of the organization.</p> <ul style="list-style-type: none"> Operates with weak ethical standards. If applying with a fiscal sponsor/parent organization, the applicant is unable to describe the relationship, or is inadequately engaged with an advisory group/council to guide the organization operationally or the program operationally and artistically to develop its structures and strategies.
<p align="center">Integrity & Fiscal Responsibility</p> <p align="center">15 points</p> <p><i>Robust financial systems and practices are in place.</i></p>	<p align="center">Strong <i>11 to 15 points</i></p> <ul style="list-style-type: none"> Staff structure and personnel are appropriate for scope of operations. Applicant organization clearly demonstrates solid financial oversight. Organization has consistently operated without a deficit. Financial checks and balances and policies are in place, are sound and utilized consistently. Operating budgets and financials submitted with the application are clear, realistic, and demonstrate consistency with 990 and Funder Report. Funder Report demonstrates strong performance trends and a healthy financial outlook appropriate to the organization's size, scope, maturity, and purpose. Supports application narrative. Any potential issues found in the Funder Report are addressed in application narrative or site visit. 	<p align="center">Adequate <i>6 to 10 points</i></p> <ul style="list-style-type: none"> Staff structure and personnel are not ideal for scope of operations. Applicant organization demonstrates some financial oversight; could be stronger. Organization has operated with a deficit some years but addresses any deficit effectively. Financial checks and balances and policies may not be in place or may not be employed consistently. Operating budgets and financials submitted with application are adequate; some inconsistency between budgets, 990, and Funder Report. Funder Report demonstrates adequate performance trends and financial outlook appropriate to the organization's size, scope, 	<p align="center">Inconsistent <i>1 to 5 points</i></p> <ul style="list-style-type: none"> Staff structure and personnel are not sufficient for scope of operations. Applicant organization demonstrates little or no financial oversight. Organization has operated with a deficit most years; may not have an adequate plan to address any deficit. Financial checks and balances and policies do not exist. Operating budgets and financials submitted with application contain multiple errors, are very inconsistent, lack information and/or demonstrate poor financial management and oversight. Funder Report demonstrates erratic performance trends or financial outlook. Most or all issues found in the Funder Report were either not

		maturity, and purpose. <ul style="list-style-type: none">• Not all potential issues found in the Funder Report were sufficiently addressed in application or site visit.	addressed or insufficiently explained in application or site visit..
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