

**Philadelphia Cultural Fund - 2020 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 align with 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 align with 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 does not articulate 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 with authentically engaging their community through its programming and operations. 	<p>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. • 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, management capacity, and knowledge for successful implementation. • Key staff and/or volunteers are well qualified for their positions. 	<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 management capacity and knowledge 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, management capacity, and knowledge for successful implementation. • Many key staff and/or volunteers may not be qualified for their positions.

	<ul style="list-style-type: none"> If applying with a fiscal sponsor/parent organization, the applicant can describe the relationship with and scope of services provided by the fiscal sponsor/parent organization. 	<ul style="list-style-type: none"> If applying with a fiscal sponsor/parent organization, the applicant does not fully describe the relationship with and scope of services provided by the fiscal sponsor/parent organization. 	<ul style="list-style-type: none"> If applying with a fiscal sponsor/parent organization, the applicant is unable to describe the relationship or 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 11 to 15 points</p> <ul style="list-style-type: none"> Strongly exhibits the ability to plan both operationally and programmatically 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 organizational and programmatic 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 both operationally and programmatically; has reasonable goals. Planning tools utilized may not be adequate to prepare the organization to identify and achieve their objectives and goals. Some organizational and/or programmatic 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 demonstrate planning either operationally or programmatically for immediate or longer term. Planning tools insufficient to prepare the organization to identify and achieve goals and objectives. Organizational and programmatic 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/operates as the program of a parent organization, 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 to provide operational leadership and advice. Oversight is evident. The board/council's composition reflects the organization's community and artistic discipline. The board/council's structure and composition are effective 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 to provide operational leadership and advice. Oversight is somewhat evident. The board/council's composition reflects the organization's community and artistic discipline to some extent. The board/council's structure and composition 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 board or oversight body for operational leadership and advice is minimal or nonexistent. Oversight is lacking. The board/council's composition does not reflect the organization's community or artistic discipline. Board/council structure and composition is not appropriate for the size, age, and purpose of the organization.

**Integrity & Fiscal
Responsibility**

15 points

*Robust financial systems and
practices are in place.*

Strong

11 to 15 points

- Staff structure and personnel are appropriate for age and scope of operations.
- Applicant organization clearly demonstrates solid financial oversight.
- Organization has operated without a deficit.
- 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 Funder Report.
- Information provided in the Funder Report supports application narrative and aligns with the financials.
- Any potential issues found in the Funder Report are addressed in application narrative or site visit.

Adequate

6 to 10 points

- Staff structure and personnel are not yet ideal for the age and scope of operations.
- Applicant organization demonstrates some financial oversight; could be stronger.
- 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 Funder Report.
- Not all potential issues found in the Funder Report were sufficiently addressed in the application narrative or site visit.

Inconsistent

1 to 5 points

- Staff structure and personnel are not sufficient for the age, and scope of operations.
- Applicant organization demonstrates little or no financial oversight.
- Organization's budget is unrealistic.
- 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 erratic financial management.
- Funder Report demonstrates poor fiscal oversight and outlook.
- Many issues found in the Funder Report were either not addressed or insufficiently explained in the application narrative or site visit.