

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

<p><b>Program Merit &amp; Strength</b></p> <p><b>15 points</b></p> <p><i>There is a clearly articulated mission that strongly links to the programming.</i></p>	<p><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement is clear; compellingly articulates artistic mission.</li> <li>• All programs align with articulated mission.</li> <li>• Clear and strong vision of its future purpose; confident that vision will keep mission on track.</li> </ul>	<p><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement adequately articulates artistic mission.</li> <li>• Most, but not all, programs align with articulated mission.</li> <li>• Has some sense of vision for its future purpose; somewhat likely to keep mission on track.</li> </ul>	<p><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>• Mission statement does not articulate artistic mission.</li> <li>• Few programs demonstrate a connection to articulated mission.</li> <li>• Vision for its future purpose is not evident.</li> </ul>
<p><b>Community Impact</b></p> <p><b>25 points</b></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><b>Strong</b> <i>18 to 25 points</i></p> <ul style="list-style-type: none"> <li>• Organization is very clear on the community it intends to serve.</li> <li>• It is evident that the organization is having a positive impact on its community.</li> <li>• The community it intends to serve is relevant to its mission.</li> <li>• Organization demonstrates the ability to effectively and authentically engage their community through its programming and operations.</li> </ul>	<p><b>Adequate</b> <i>9 to 17 points</i></p> <ul style="list-style-type: none"> <li>• Organization is not very clear on the community it intends to serve.</li> <li>• It is somewhat apparent that the organization is having a positive impact on its community.</li> <li>• The community it intends to serve is somewhat but not entirely relevant to the organization's mission.</li> <li>• Organization demonstrates some success with authentically engaging their community through its programming and operations.</li> </ul>	<p><b>Inconsistent</b> <i>1 to 8 points</i></p> <ul style="list-style-type: none"> <li>• The community served was not identified.</li> <li>• Insufficient information was provided to assess the organization's impact on its community.</li> <li>• The community it intends to serve isn't linked to organization's mission.</li> <li>• Organization has yet to demonstrate the ability to reach or engage their intended community.</li> </ul>
<p><b>Operations &amp; Managerial Capacity</b></p> <p><b>15 points</b></p> <p><i>Effective and stable operations</i></p>	<p><b>Strong</b> <i>11 to 15 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are clear and fully aligned with size, purpose, and age of the organization.</li> <li>• Clearly has the operational, management capacity, and knowledge for successful implementation.</li> <li>• Key staff and/or volunteers are well qualified for their positions.</li> </ul>	<p><b>Adequate</b> <i>6 to 10 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are somewhat clear and aligned with size, purpose, and age of the organization.</li> <li>• Operational management capacity and knowledge result in satisfactory implementation.</li> <li>• Key staff and/or volunteers are capable of performing their jobs.</li> </ul>	<p><b>Inconsistent</b> <i>1 to 5 points</i></p> <ul style="list-style-type: none"> <li>• Operational structure and decision making roles are not clear and insufficient for the size, purpose, and age of the organization.</li> <li>• Organization lacks the operational, management capacity, and knowledge for successful implementation.</li> <li>• Many key staff and/or volunteers may not be qualified for their positions.</li> </ul>

	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<p><b>Ability to Plan &amp; Evaluate</b></p> <p><b>15 points</b></p> <p><i>Intentional and reflective approach to its operations and programming.</i></p>	<p><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>Strongly exhibits the ability to plan both operationally and programmatically for immediate and longer term, with realistic goals.</li> <li>Planning tools utilized well to prepare the organization to identify and achieve their objectives and goals.</li> <li>There is a strong commitment to organizational and programmatic self-assessment; organization solicits constituent feedback.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>Engages in some short- and longer term planning both operationally and programmatically; has reasonable goals.</li> <li>Planning tools utilized may not be adequate to prepare the organization to identify and achieve their objectives and goals.</li> <li>Some organizational and/or programmatic self-assessment; constituent feedback may or may not be solicited.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>Does not demonstrate planning either operationally or programmatically for immediate or longer term.</li> <li>Planning tools insufficient to prepare the organization to identify and achieve goals and objectives.</li> <li>Organizational and programmatic self-assessment not evident; constituent feedback is not solicited.</li> </ul>
<p><b>Leadership &amp; Governance</b></p> <p><b>15 points</b></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><b>Strong</b> 11 to 15 points</p> <ul style="list-style-type: none"> <li>Organization actively works with a governing board or oversight body/council to provide operational leadership and advice. Oversight is evident.</li> <li>The board/council's composition reflects the organization's community and artistic discipline.</li> <li>The board/council's structure and composition are effective for the size, age, and purpose of the organization.</li> </ul>	<p><b>Adequate</b> 6 to 10 points</p> <ul style="list-style-type: none"> <li>Organization has, but may underutilize, a governing board or oversight body/council to provide operational leadership and advice. Oversight is somewhat evident.</li> <li>The board/council's composition reflects the organization's community and artistic discipline to some extent.</li> <li>The board/council's structure and composition may not be optimal for the size, age, and purpose of the organization.</li> </ul>	<p><b>Inconsistent</b> 1 to 5 points</p> <ul style="list-style-type: none"> <li>Organization's use of governance board or oversight body for operational leadership and advice is minimal or nonexistent. Oversight is lacking.</li> <li>The board/council's composition does not reflect the organization's community or artistic discipline.</li> <li>Board/council structure and composition is not appropriate for the size, age, and purpose of the organization.</li> </ul>

**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.