### Program Merit & Strength

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>There is a clearly articulated mission that strongly links to the programming.</td>
</tr>
</tbody>
</table>

**Strong**
- 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.

**Adequate**
- 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.

**Inconsistent**
- Mission statement does not articulate artistic mission.
- Few programs demonstrate a connection to articulated mission.
- Vision for its future purpose is not evident.

### Community Impact

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>The community/communities the organization intends to serve is clearly defined. The operations and programs align to serve their self-defined community.</td>
</tr>
</tbody>
</table>

**Strong**
- 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.

**Adequate**
- 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.

**Inconsistent**
- 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.

### Operations & Managerial Capacity

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>15</td>
<td>Effective and stable operations</td>
</tr>
</tbody>
</table>

**Strong**
- 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.

**Adequate**
- 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.

**Inconsistent**
- 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.
<table>
<thead>
<tr>
<th><strong>Ability to Plan &amp; Evaluate</strong></th>
<th><strong>Strong</strong></th>
<th><strong>Adequate</strong></th>
<th><strong>Inconsistent</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>15 points</strong></td>
<td>11 to 15 points</td>
<td>6 to 10 points</td>
<td>1 to 5 points</td>
</tr>
<tr>
<td><strong>Intentional and reflective approach to its operations and programming.</strong></td>
<td>• Strongly exhibits the ability to plan both operationally and programmatically for immediate and longer term, with realistic goals.</td>
<td>• Engages in some short- and longer term planning both operationally and programmatically; has reasonable goals.</td>
<td>• Does not demonstrate planning either operationally or programmatically for immediate or longer term.</td>
</tr>
<tr>
<td></td>
<td>• Planning tools utilized well to prepare the organization to identify and achieve their objectives and goals.</td>
<td>• Planning tools utilized may not be adequate to prepare the organization to identify and achieve their objectives and goals.</td>
<td>• Planning tools insufficient to prepare the organization to identify and achieve goals and objectives.</td>
</tr>
<tr>
<td></td>
<td>• There is a strong commitment to organizational and programmatic self-assessment; organization solicits constituent feedback.</td>
<td>• Some organizational and/or programmatic self-assessment not evident; constituent feedback is not solicited.</td>
<td>• Organizational and programmatic self-assessment not evident; constituent feedback is not solicited.</td>
</tr>
</tbody>
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<tr>
<th><strong>Leadership &amp; Governance</strong></th>
<th><strong>Strong</strong></th>
<th><strong>Adequate</strong></th>
<th><strong>Inconsistent</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>15 points</strong></td>
<td>11 to 15 points</td>
<td>6 to 10 points</td>
<td>1 to 5 points</td>
</tr>
<tr>
<td><strong>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.</strong></td>
<td>• Organization actively works with a governing board or oversight body/council to provide operational leadership and advice. Oversight is evident.</td>
<td>• Organization has, but may underutilize, a governing board or oversight body/council to provide operational leadership and advice. Oversight is somewhat evident.</td>
<td>• Organization’s use of governance board or oversight body for operational leadership and advice is minimal or nonexistent. Oversight is lacking.</td>
</tr>
<tr>
<td></td>
<td>• The board/council’s composition reflects the organization’s community and artistic discipline.</td>
<td>• The board/council’s composition reflects the organization’s community and artistic discipline to some extent.</td>
<td>• The board/council’s composition does not reflect the organization’s community or artistic discipline.</td>
</tr>
<tr>
<td></td>
<td>• The board/council’s structure and composition are effective for the size, age, and purpose of the organization.</td>
<td>• The board/council’s structure and composition may not be optimal for the size, age, and purpose of the organization.</td>
<td>• Board/council structure and composition is not appropriate for the size, age, and purpose of the organization.</td>
</tr>
</tbody>
</table>
## Integrity & Fiscal Responsibility

### 15 points

Robust financial systems and practices are in place.

<table>
<thead>
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<th>Adequate</th>
<th>Inconsistent</th>
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<tbody>
<tr>
<td>11 to 15 points</td>
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</table>

- 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.

- 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.

- 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.