PURPOSE
Provide a stable source of financial support for core arts and cultural organizations that are well-managed, firmly established, and have significant impact and broad community engagement.

THIS GRANT IS OPEN TO:
Established arts and culture organizations with an average three-year adjusted audited revenue of at least $150,000; first-time applicants must be approved before starting application.

AWARD AMOUNT:
Calculated based on three-year average adjusted audited revenue and score.

EVALUATION/NEXT STEPS:
Scored grant - rubric out of 100pts. In-person interview and committee review.

STAFF CONTACT
Alison Barret | 614-221-8406
abarret@gcac.org
Operating Support - Purpose

Provide a stable source of financial support for core arts and cultural organizations that are well-managed, firmly established, have significant impact and broad community engagement.

Description

The Operating Support program provides unrestricted funding as an investment in the general operations, administration and programs of eligible arts and cultural organizations in all disciplines.

First-time applicants

First-time applicants are required to contact Alison Barret, Grants & Services Director at abarret@gcac.org or 614-221-8406 to discuss eligibility and submit audited financial statements and additional materials before beginning the application.

Who is eligible to apply?

Applicants must be independent, financially sound arts and cultural organizations that demonstrate the following attributes to be eligible to apply or maintain eligibility.

Financial Eligibility Requirements

- Minimum of $150,000 three-year average adjusted audited revenue* (see following pages for calculation details);
- Are able to submit the most recent three years of audited financial statements as part of the application process;
  - Applicants should have an independent audit that includes a statement of functional expenses. If the applying organization is a subsidiary of a parent company that already has audited financial statements, the parent company audit must be submitted along with reviewed financial statements of the applying organization.
  - Organizations that are headquartered in Columbus but with satellite sites outside of the city of Columbus must be prepared to submit Columbus-specific audit documentation for programming/operations only within the city of Columbus.
- Present a diverse revenue and support stream;
- Demonstrate a dollar-for-dollar cash match; and
- Have received at least one Project or Operating Support grant from Arts Council previously.

Artistic Eligibility Requirements

- Primary focus and actual operations are artistic or cultural in nature
- Demonstrate annual artistic programming for at least three consecutive years;
- Demonstrate exemplary artistic achievement; and
- Engage and compensate professional artists.
City of Columbus & Nonprofit Eligibility Requirements

- Have held their own 501(c)(3) status for at least three consecutive years;
- Based in and primarily serving the city of Columbus; and
- Demonstrate a wide-ranging impact on the city’s economy and tourism.

Board Governance & Staff Eligibility Requirements

- Operate with professional management and artistic staff;
- Have at least one paid full-time or part-time staff member; and
- Operate with a community-based board of trustees charged with legal and fiduciary responsibilities, including the hiring of the chief artistic and/or executive directors.

When are applications due?

Operating Support applications are available for submission once per calendar year.

<table>
<thead>
<tr>
<th>Application Due</th>
<th>April 20, 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicant Interviews</td>
<td>May 2020</td>
</tr>
<tr>
<td>Applicants Notified</td>
<td>Late June 2020</td>
</tr>
<tr>
<td>Audit and FY Report Due</td>
<td>105 days after organization’s Fiscal Year End</td>
</tr>
<tr>
<td>Final Report Due</td>
<td>June 30, 2021</td>
</tr>
</tbody>
</table>

How are awards calculated?

The Arts Council uses a three-year average of the recipient’s adjusted audited revenue to establish the recipient’s peer group. This three-year average, the applicant budget peer group and the application score determine the grant award amount.

* NOTE: Adjusted audited revenue is defined as: audited revenue less 1) in-kind support, 2) capital contributions, 3) Arts Council grant awards, 4) other funding provided by the city of Columbus and/or Franklin County and 5) related party funds (related party funds are defined as funds provided by an entity controlling, controlled by or under common control with the applicant). This definition has been expanded for the 2020 Guidelines.

Ticket Fee Requirement

Recipients of Operating Support are required to apply the city of Columbus’ 5% arts and culture fee to all admission tickets. For details, visit: https://www.gcac.org/impact-of-the-arts/columbus-ticket-fee/.
What are the application questions?

Below you will find the current narrative questions to assist you in your grant preparation.

SECTION 1: ORGANIZATIONAL INFORMATION

- List your organization’s top three objectives for the upcoming fiscal year.
- Discuss any major leadership changes as well as your strategy to build and train a diverse, engaged and fiscally-responsible governing board, reflective of the community.
- Summarize your short-term and/or long-term plans to diversify revenue and strengthen your financial position. If applicable, explain any significant budget variances or unusual circumstances that impact your audit results.

SECTION 2: COMMUNITY ENGAGEMENT AND BENEFIT

- Economic impact is critical to our public funding. Give a supported example of your organization’s effect on economic vibrancy or tourism. How is your organization bolstering the regional and national perception of Columbus’ arts scene?
- Describe your current audience. Describe your plan to engage new, younger, more diverse audiences.
- Discuss ways you reduce perceived barriers (physical, economic, cultural, social, artistic) and make your programming relatable, inclusive and accessible to the broadest community.
- Describe specific partnerships with and/or outreach efforts to underserved communities.

SECTION 3: ARTISTIC QUALITY AND DEVELOPMENT

- Detail innovative approaches to artistic programming or operations (last year or planned for this year). Indicate lessons learned and/or reasons driving the risk taking.
- Discuss partnerships with new or emerging artists and/or arts and cultural organizations. How does this align with your long-term strategy and how will you determine success?
- Indicate measurement tools employed, in addition to audience numbers/ticket sales. Give an example when evaluation results impacted programming or operations decisions.

What data-based questions will be asked in the application?

- Number of full-time employees
- Number of part-time employees
- Select which of the city of Columbus “Opportunity Neighborhoods” that you are directly engaging through outreach or programming. You will be required to document activities for each neighborhood selected in your Final Report.
What are the required Supplemental Materials (uploads)?

All support materials must be uploaded digitally to the GoArts system.

Mandatory Supplemental Materials:

- Current board of trustees list with affiliations
- Staff list
- Resume/bios of key leadership (up to 3 resumes)
- Artistic and/or Strategic Plan
- Evaluation/Audience Survey Tools
- Marketing plan and up to three marketing samples

Optional Supplemental Materials (include if available and relevant):

- Articles or links to media coverage
- Partner or collaborator letters, if applicable

NEW: The organization’s audit and comparative financial spreadsheet must be submitted as part of the FY Report 105 days after the organization’s fiscal year end. These documents do not need to be uploaded at the time of the application submission.

AFTER SUBMITTING – NEXT STEPS

Initial Review

Following the deadline, applications and supplemental materials will be reviewed by Grants & Services staff members to make sure the application is complete and meets eligibility. Staff will complete an initial draft score of the application based on the Operating Support rubric at the end of this section.

Applicant Interview

Applicants are required to participate in an in-person interview with Arts Council staff and a trustee. Organizations may bring up to three people to the meeting (staff, board or committee members, key volunteers, etc.). The interview is intended to be a conversation to learn more about the organization’s challenges and successes and discuss specifics of the application. There is no need to prepare additional materials or a presentation. Evaluation scores may be impacted based on the results of the interview.

Evaluation, scoring, and voting

After the interview, grants are reviewed, evaluated and scored using the Operating Support rubric by the Creative Advancement Committee and later presented to by the Board of Trustees for approval.
Notification

Grant approvals are based on evaluations and available funding. Following a vote from the Board of Trustees, applicants will be notified by email of the application award status (approved, approved with contingencies, or declined). Emails are sent to the primary grant contact and the authorizing official (as listed in the GoArts organizational profile). You will receive reviewer/committee notes and a score that determines grant award amount in the notification email.

AFTER YOU ARE AWARDED

Grant Agreement

Following the approval of a grant, a grant agreement specifying the terms of the grant will be available in GoArts under the “Requires Attention” heading. To accept the award, review the grant agreement and digitally sign by the date indicated. No major changes in the project can then occur, either in activities, key leadership, or finances, without prior written approval from the Arts Council. Failure to properly notify and/or obtain approval could result in the cancellation of the remaining grant.

Publicity/Donor Acknowledgement

Once you are awarded, say “Thanks!” in a public way. The Arts Council requires that all organizations and artists receiving funding demonstrate the public value of the arts by making others aware of awards received and acknowledging public funders. Refer to APPENDIX A for details of the contractual publicity requirements.

Payments

Awarded organizations will receive quarterly disbursements of the award following the receipt of a digitally signed Grant Agreement. All grant payments from the Arts Council are contingent upon available funds, including receipt of funding from the city of Columbus and Franklin County.

Assessment and On-Site Visits

The Arts Council makes its most informed funding decisions using documentation of an organization’s activities, including planning and evaluation documents, progress updates, and final reports. From time to time, staff and Board members may conduct on-site visits to Operating Support recipients to better assess the impact of the grant awards. Also, organizations should be prepared to make available up to four complimentary tickets for all performances, exhibits, or events funded at the request of the Grants & Services department so that staff or trustees can experience your programming live.
Required Reporting

Operating Support recipients have a multi-step reporting process driven by the organization’s fiscal year and the term of the Arts Council grant agreement. All reporting is submitted through the GoArts portal, under the Requires Attention section, reporting tab.

1) Fiscal Year (FY) REPORT and Audited Financial Statements are due 105 days after an organization’s fiscal year end. You will find this in GoArts application system. Log in, scroll to the bottom to Requires Attention section, in the Reports tab there is a link called FY Report.

   A. Upload the newly completed Audit in the Supplementals tab
      1. Must include Statement of Functional Expenses
      2. Must include management letter or other documentation provided by auditors, if applicable
   B. Use the information from your audit to complete the Comparative Financial Statement
      1. In the Supplementals tab, find the financial spreadsheet under Comparative Financial Statement
      2. Download the spreadsheet and then update the FY19 Actuals and FY20 Budget plus comments on variances. Save it to your computer.
      3. Upload the revised/new spreadsheet to the section titled: Comparative Financial Statement UPDATED
      4. Using the data in your financial spreadsheet (pulled from your audit), complete the rest of your FY Report and submit by the due date indicated in the system.

   NOTE: Failure to upload audited financial statements and the comparative financials spreadsheet and complete the FY Report on the due date will result in a reduction of the grant award in the amount of $500 per day overdue; the reduction will be applied to the next disbursement. An extension may be granted by the Grants & Services department as long as the extension is requested in writing BEFORE the due date. Arts Council staff has the authority to deny an extension if there is a history of unsupported extension requests.

2) FINAL REPORT is due June 30, which is thirty (30) days following the closing of the grant period.

   • A thirty (30) day extension may be requested in writing BEFORE the due date.
   • Failure to submit a final report within ninety (90) days of the due date may result in the cancellation of the remaining grant amount.
   • You can expect to wait approximately thirty (30) days before payment is sent.
Removal from Operating Support

The Grants & Services staff monitors the eligibility status of Operating Support recipients and provides notification if the organization’s continued participation in Operating Support appears to be in jeopardy.

An Operating Support recipient may receive notice of impending ineligibility if the recipient:

- Receives an application score of 65 or under; or
- Demonstrates a 10% or greater deficit for two consecutive fiscal years; or
- Receives a note of going concern in their audited financial statements; or
- Does not meet the minimum three-year average adjusted annual audited revenue of $150,000; or
- The organization’s sustainability is deemed vulnerable or at risk due to financial, board or leadership mismanagement or misconduct.

The above reasons are considered just cause to designate an organization ineligible for the Operating Support program. However, with the recommendation of the Creative Advancement Committee, the Arts Council Board reserves the authority to terminate or extend an organization’s participation at any time.

Once a recipient organization has received notice of concern from the Arts Council, the notice must be distributed to all members of the recipient’s Board of Trustees. Organizations will be required to submit their Board-approved solution, as well as provide additional monthly or quarterly programming or financial reporting. Additional restrictions and requirements may accompany any grant.

An organization’s failure to take corrective action and demonstrate annual progress and stabilization will make it ineligible for Operating Support. An organization cannot receive Operating Support without meeting all eligibility requirements for three consecutive years. The Arts Council and its Board of Trustees may rely on external evaluations to assess the organization’s eligibility.
## 2020 OPERATING SUPPORT GRANT - EVALUATION RUBRIC

<table>
<thead>
<tr>
<th>Organizational Information</th>
<th>Exemplary: 13-15</th>
<th>Strong: 10-12</th>
<th>Fair: 7-9</th>
<th>Weak: 4-6</th>
<th>Poor: 0-3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrative questions:</td>
<td>- Organization presents a holistic, detailed plan for long-term financial stability and growth, and currently demonstrates strong fiscal management</td>
<td>- Organization has varied revenue streams, summarizes a plan for long-term financial stability and currently demonstrates strong fiscal management</td>
<td>- Organization demonstrates short-term financial stability and current fiscal competency with the ability to create plan for long-term stability - Organization maintains some broad revenue streams and has a plan in place to diversify revenue</td>
<td>- Organization’s financial information is unclear or demonstrates the need for better accounting practices - Organization has little diversity in revenue streams and their plan to strengthen financial position is weak</td>
<td>- Organization’s financial information has significant red flags or shows financial instability - Organization does not have diverse revenue streams and there is no plan in place to strengthen financial position</td>
</tr>
<tr>
<td>- List your organization’s top three objectives for the upcoming fiscal year.</td>
<td>- Objectives for the next year are clearly outlined, well-thought out, and compelling, with an eye toward growth</td>
<td>- Objectives for the next year are clearly outlined and realistic with challenging goals</td>
<td>- Objectives for the next year are identified and realistic</td>
<td>- Objectives for the next year are loosely defined</td>
<td>- Ability to set realistic objectives not demonstrated in the narrative</td>
</tr>
<tr>
<td>- Discuss any major leadership changes, as well as your strategy to build and train a diverse, engaged and fiscally-responsible board, reflective of the community.</td>
<td>- Very confident in organization’s ability to execute Strategic, Artistic, and/or Marketing Plans in the next year to a high-level of success as demonstrated by execution of past plans</td>
<td>- Very confident in organization’s ability to execute Strategic, Artistic, and/or Marketing Plans in the next year with success</td>
<td>- Confident in organization’s ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</td>
<td>- Somewhat confident in organization’s ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</td>
<td>- Concerns about organization’s ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</td>
</tr>
<tr>
<td>- Summarize your short-term and/or long-term plans to diversify revenue and strengthen financial position. If applicable, explain any significant budget variances or unusual circumstances that impact your audit results.</td>
<td>- Organizational leadership members (board/staff) are highly qualified, engaged, and diverse, as evidenced by bios and narrative. Staff leadership positions are long-standing and/or sustainable</td>
<td>- Organizational leadership members (board/staff) are qualified, engaged, and somewhat diverse, as evidenced by bios and narrative. Staff leadership positions are stable</td>
<td>- Organizational leadership members (board/staff) are qualified and there is a strategy in place to build a board reflective of the Columbus community</td>
<td>- Organization leadership is undergoing an unplanned transition or experiencing some stagnation</td>
<td>- Organization leadership is inconsistent, under qualified, or does not have a plan to engage and diversify the board</td>
</tr>
</tbody>
</table>

Support materials:  
- Board/staff list  
- Strategic Plan  
- Marketing Plan  
- Artistic Plan  
- Board Governance/Equity Dashboard  
- Audit, Comparative Financial Spreadsheet and FY report are due 105 days after fiscal year-end
### Community Benefit and Engagement

#### 35 points

**Narrative questions:**

1. **Economic impact is critical to our public funding. How is your organization bolstering the regional and national perception of Columbus’ arts scene?**
2. **Describe your current audience. Describe your plan to engage new, younger, more diverse audiences.**
3. **Discuss ways you reduce perceived barriers (physical, economic, cultural, social, artistic) and make your programming relatable, inclusive and accessible to the broadest community. Describe specific partnerships with and/or outreach efforts to underserved communities.**
4. **Select which of the city of Columbus “Opportunity Neighborhoods” that you are directly engaging through outreach and/or programming.**

**Support materials:**
- Strategic Plan
- Marketing Plan
- Marketing Samples
- Website/Social Media

#### Community Benefit and Engagement Rubric

<table>
<thead>
<tr>
<th></th>
<th>Exemplary: 9-10</th>
<th>Strong: 7-8</th>
<th>Fair: 5-6</th>
<th>Weak: 3-4</th>
<th>Poor: 0-2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Benefit</strong></td>
<td></td>
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<tr>
<td>Benefit and</td>
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<tr>
<td>Engagement 35 points</td>
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<tr>
<td><strong>Economic</strong></td>
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<tr>
<td><em>vibrancy, tourism or</em></td>
<td>- Presents evidence that ties the organization’s activities to specific markers in multiple areas: economic vibrancy, tourism, or national perception of Columbus’ arts scene</td>
<td>- Able to directly tie organization’s activities to specific markers in the areas of economic vibrancy, tourism, or national perception of Columbus’ arts scene</td>
<td>- Identifies broadly how the organization’s activities impact economic vibrancy, tourism, or national perception of Columbus’ arts scene</td>
<td>- Weak understanding of how the organization’s activities impact economic vibrancy, tourism, or national perception of Columbus’ arts scene</td>
<td>- Does not identify how the organization’s activities impact economic vibrancy, tourism, or national perception of Columbus’ arts scene</td>
</tr>
<tr>
<td><strong>Audience</strong></td>
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<tr>
<td>0-10 points</td>
<td>- Provides a detailed definition of organization’s current audience and has a timeline/outline of measurable strategies to reach new, younger, or more diverse audiences</td>
<td>- Provides a definition of organization’s current audience and defines measurable strategies to reach new, younger, or more diverse audiences</td>
<td>- Shows a good understanding of organization’s current audience and has a plan to reach new, younger, or more diverse audiences</td>
<td>- Description of current audience is vague and/or the plan to reach new, younger, or more diverse audiences is lacking specificity</td>
<td>- Description of current audience is weak and does not provide plan to reach new, younger, or more diverse audiences</td>
</tr>
<tr>
<td><strong>Neighborhoods and Access</strong></td>
<td></td>
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<td></td>
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<tr>
<td>0-15 points</td>
<td>- Shows strong understanding of the meaning of access and the barriers to access - Demonstrates clear commitment to reduce barriers and broaden access to the public through new and ongoing measurable initiatives - Has proven success in reaching and engaging underserved communities and current/future plan is defined, realistic, and ambitious - Provides evidence of service to Columbus neighborhoods through collaboration with partner groups and demonstrates measurable outcomes to targeted neighborhoods</td>
<td>- Shows understanding of the meaning of access and the barriers to access - Demonstrates commitment to reduce barriers and broaden access to the public through ongoing initiatives - Has had some success in reaching underserved communities and has an established plan in place to continue efforts - Provides evidence of service to Columbus neighborhoods through collaboration beyond the donation of tickets to partners</td>
<td>- Shows some understanding of the meaning of access or the barriers to access - Demonstrates commitment to reduce barriers and broaden access to programs and activities - Acknowledges need to reach and engage underserved communities and has an established plan in place to continue efforts - Provides evidence of service to Columbus neighborhoods through collaboration beyond the donation of tickets to partners</td>
<td>- Shows little understanding of the meaning of access or the barriers to access - Basic initiatives or strategies to reduce barriers and broaden access to programs and activities are described - Plan to reach and engage underserved communities is vague or unrealistic - Service to Columbus neighborhoods is limited to ticket donations</td>
<td>- Does not define the meaning of access or the barriers to access - Does not identify implementable strategies to reduce barriers and reach broad audiences - Does not provide plan to reach and engage underserved communities or lacks understanding of underserved communities - Neighborhood partnerships within city of Columbus are weak or lacking</td>
</tr>
</tbody>
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*Updated 12.1.2019*
# 2020 Operating Support Grant - Evaluation Rubric

## Artistic Quality & Development

<table>
<thead>
<tr>
<th>Category</th>
<th>Exemplary: 9-10</th>
<th>Strong: 7-8</th>
<th>Fair: 5-6</th>
<th>Weak: 3-4</th>
<th>Poor: 0-2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovation, risk-taking and artistic quality</td>
<td>- Evidence of attention to artistic excellence through artistic plan, artist qualifications, media recognition, and work samples</td>
<td>- Demonstrates a commitment to artistic excellence through artistic plan, artist qualifications, and work samples</td>
<td>- Demonstrates a commitment to artistic excellence through artistic plan, artist qualifications, or work samples</td>
<td>- Artistic plan, artist qualifications, media recognition, and/or work samples need improvement</td>
<td>- Sufficient artistic support materials were not provided or provided materials do not enhance the application</td>
</tr>
<tr>
<td>Partnerships, collaborations and focus on emerging artists</td>
<td>- Shows strategic and robust use of partnerships with other arts &amp; culture organizations to advance mission and efficiencies</td>
<td>- Shows strategic use of partnerships with other arts &amp; culture organizations</td>
<td>- Has shown some success engaging emerging artists and recognizes the importance of cultivating new talent</td>
<td>- Has few partnerships with other arts &amp; culture organizations</td>
<td>- Does not regularly cultivate partnerships with other arts &amp; culture organizations</td>
</tr>
<tr>
<td>Measurement and evaluation used in planning</td>
<td>- Measures impact of cultivating new talent and collaborations/partnerships</td>
<td>- Measures impact of cultivating new talent and collaborations/partnerships</td>
<td>- Measures impact of cultivating new talent and collaborations or partnerships</td>
<td>- Recognizes the need for better tracking of the impact of cultivating new talent and collaborations or partnerships</td>
<td>- Does not show intention of tracking impact of cultivating new talent &amp; collaborations</td>
</tr>
</tbody>
</table>

### Narrative questions:

1. Detail innovative approaches to artistic programming or operations (last year or planned for this year). Indicate lessons learned and/or reasons driving the risk taking.
2. Discuss partnerships with new or emerging artists and/or arts & cultural organizations. How does this align with your long-term strategy and how will you determine success?
3. Indicate measurement tools employed, in addition to audience numbers/ticket sales. Give an example when evaluation results influenced programming or operations decisions.

**Support materials:**
- Resume/bios of key artistic personnel and guest artists
- Artistic/Strategic Plan
- Evaluation tool examples
- Past evaluation results
- Articles or links to media coverage
- Partner or collaborator letter, if applicable

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**Updated 12.1.2019**
2020 Operating Support. Award Calculation Basics

1) Using the three most recent audits, a three-year adjusted revenue average is determined. Adjusted revenue is defined as: audited revenue less 1) in-kind support, 2) capital contributions, 3) Greater Columbus Arts Council grant awards, 4) other funding provided by the city of Columbus and/or Franklin County, and 5) related party funds (related party funds are defined as funds provided by an entity controlling, controlled by or under common control with the applicant). This definition has been expanded in 2020.

2) The three-year adjusted revenue average is used to assign orgs to a Budget Peer Group (increased percentage ranges in 2020):
   a. Group A: $150,000 - $999,999 19-22%
   b. Group B: $1M - $4.99M 10-18% (max $450,000)
   c. Group C: $5M - $9.99M 6-9% (max $500,000)
   d. Group D: Over $10M 1-5%  (max $550,000)

3) The range of percentages within each Budget Peer Group indicates the minimum and the maximum percent of the 3-year adjusted revenue average allowed
   a. Average adjusted revenue is $189,895. Peer group is Group A with max of 22%. Max grant allowed is $41,777

4) The score (max 100) is converted to a percentage and applied to the max grant allowed to calculate award amounts
   a. Example: Max grant allowed is $41,777 X 90% (Score is 90). Award = $37,599

5) All organizations must receive a score of 65 or above to receive funding. Organizations new to the process must also score 65 or above but the score is not factored into award calculation in the first two years. Year one, awards are 1/3 of the maximum grant allowed. Year two, awards are 2/3 of the maximum grant allowed. Year three, scores are applied.

Note: 2020 revisions include:
   – Recipients of Operating Support are required to apply the city of Columbus’ 5% arts and culture fee to all admission tickets, except for fundraising galas. For details, visit https://www.gcac.org/impact-of-the-arts/columbus-ticket-fee/
   – Budget peer groups and percentage ranges are updated
   – Three-year adjusted revenue now includes removal of county funding (not retroactive)