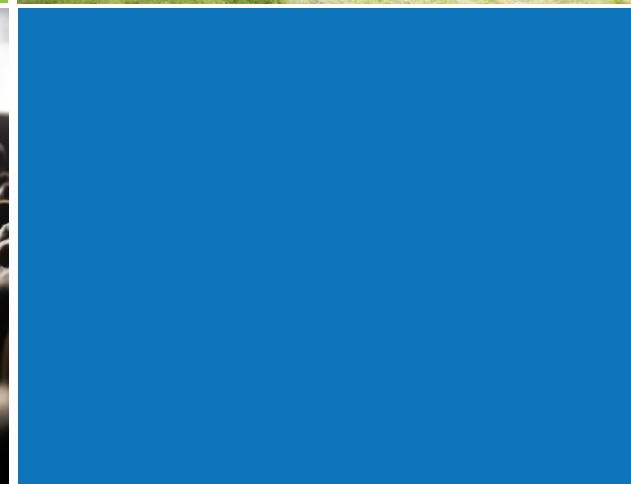




ZAP ADVISORY BOARDS ORIENTATION 6/10/2025



ZAP TEAM

Samantha Mary Thermos (she/her)
Program Director
sthermos@slco.org | 385.468.7057

Cody Goetz (he/him)
Grant and Comms Coordinator
cgoetz@slco.org | 385.468.7058

Kelsey Ellis (she/her)
Impact Program Manager
kmellis@slco.org | 385.468.2593

Dustyn Burt (he/him)
Program Assistant
dburt@slco.org | 385.468.2592

Gracyn Hinojosa (she/her)
Special Projects Intern
ghinojosa@saltlakecounty.gov



ZAP NEWS / UPDATES

Programs & Processes

- Impact Program – Workshops
 - June 17, 12-1PM: Building a Consistent Social Media Presence – Virtual
 - July 29: In-Person – Details TBD
- Zoological Distribution Process Forward
 - Put into 'Practice' this Cycle – 2026
- Summer Program & Celebration
 - ZAP Days - Digital Outreach Campaign – August 2026
- Grantmaking Practices & Processes
 - Grant Management Software – January 2026
 - Eligibility, Disciplines, Boards' Sizes



ZOO, ARTS & PARKS
IMPACT
PROGRAM
COLLABORATIVE

2024 PARTICIPANT TESTIMONIALS

Since participating in the program, it's made me rethink how I approach my work—especially when it comes to social media. It also gave me insight into how other organizations operate, which has been helpful. One of the biggest takeaways for me was the value of networking. Connecting with others in similar roles showed me that many of us face the same challenges, and it's reassuring to know I'm not alone.

The ZAP Collaborative Program has made a significant impact on our organization through the sharing of knowledge, ideas and expert advice. Make Salt Lake has been able to utilize what we have learned in the program to implement marketing strategies, fundraising initiatives and better organization practices. These key skills learned in the program have helped ensure the future success of our organization

This program helped us to better implement our strengths and to strategically target our challenges to take the next step in our organizational evolution. In addition, it provided wonderful access to experts in the field and to colleagues going through similar experiences. These connections with other organizations and colleagues have stayed with us and made us feel less alone in the nonprofit scene!





ZOO, ARTS & PARKS
IMPACT
PROGRAM
COLLABORATIVE

2025 PARTICIPANT TESTIMONIALS

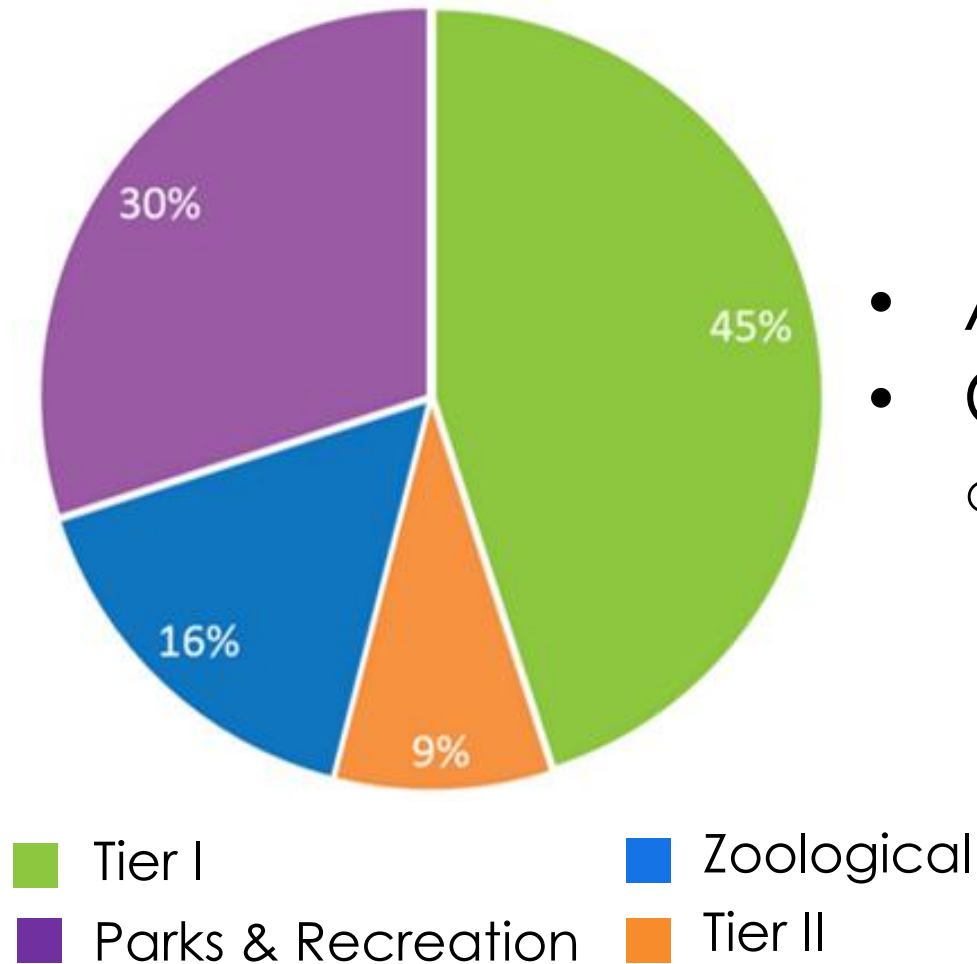
Thank you for all the hard work you put into facilitating this for us. This program came at a very key moment in our development as an organization and the information presented was extremely valuable. We are grateful to ZAP for continuing to support us and for providing these opportunities to the non-profits in SLC.

This was more than I expected - I formed new partnerships, got to know more non-profits doing wonderful things in Salt Lake, learned A TON to fill the gaps I had been feeling in my role and learned more to help refine skills I already had. Also, it was so nice to be "taken care of" with food, snacks, drinks, relevant handouts and digital resources. Amberlie was a great consultant for this series and Kelsey was an excellent facilitator. Thank you!

I would highly recommend the Collaborative Program! It was beneficial in creating new partnerships and increasing skills and knowledge in my professional role. Our organization is moving into a new year, with more clear and defined strategic plans, of which will help us stay focused and engage our entire staff in development goals that help us fulfill our mission objectives.



ZAP FUNDING



- Annual Process
- Competitive Grant Review
 - Operating & Project Funding

ZAP TIMELINE AND PROCESS

Information becomes available at the beginning of each year.

Application Workshop Webinar occurs in March.

Applications open first business day in March each year.

Deadline for application submission is last business day of April.

Review process occurs June through August with award notification in October.

Contracts are signed in November.

Eligibility

- Before beginning an application, grantees are asked to thoroughly review eligibility criteria, what ZAP funds can and cannot support, and to determine organization's discipline.

Application Workshop Webinar

- Grantees must attend or watch the recorded application workshop webinar prior to beginning an application. Many frequently asked questions are answered during the webinar.

Application

- Grantees must complete all components of the online application, which includes narrative responses, budget, additional uploaded documentation, and Smartsheet Additional Data metrics.

Review Process

- The review process includes an internal staff assessment of eligibility and completeness, Advisory Board review and funding recommendations, and County Council consideration and approval.

Contract and Payment Process

- Upon award notification, grantee will be required to sign a contract and update or register in PaymentWorks for receiving payments.

Contractual Obligations

- Part of receiving ZAP grant funds includes requirements for ZAP recognition and possible site visits from staff or Advisory Board members.

ZAP MISSION FULFILLMENT

Mission: To enhance SLCo resident and visitor experiences through art, cultural, historical, and recreational offerings.

We fulfill our purpose by:

- **Grantmaking:** Providing fair and equitable access to ZAP funding and education resources by making grants to qualified nonprofit organizations in the categories of Tier I, Tier II & Zoological.
 - 2024/2025 Metrics: **Recommended ~\$26M to 244 recipients, reaching >7M attendees**
- **Promotion:** Increasing public awareness of the value of ZAP.
- **Capacity Building:** Providing adequate, predictable support for organizations within the Zoological and Tier I categories and providing enhanced support for the organizations within the Tier II category.



TIER I + ZOOLOGICAL MOST RECENT STATS

2023 NUMBERS



\$113,606,891 QUALIFYING EXPENDITURES

22 TIER I + 3 ZOOLOGICAL APPLICATIONS RECOMMENDED

4,603,717 Attendees

1,433,022 of these were free

16,001 Events

6,629 of these were free

3,613 Full & Part-Time Jobs

+ 1,768 Contracted Jobs

+ 8,951 Volunteers



TIER II MOST RECENT STATS

2023 NUMBERS

\$3,417,179 RECOMMENDED
\$5,422,623 REQUESTED

219 Recommended

231 Total Applications

33 First-Time Applicants

23 First-Time Recommended

17,180 Events

9,734 of these were free

2,778 Full & Part-Time Jobs

+ 3,474 Contracted Jobs

+ 28,305 Volunteers

3,368,825 Attendees

2,496,798 of these were free



DOES FUND

- General operating support (*for organizations with arts/cultural purpose; provides most flexibility*)
- Rent and utilities
- Staff salaries and artist fees
- Program supplies
- Marketing expenses
- Equipment rentals (sound/lighting/set/etc.)
- Script royalties
- Website maintenance
- Office supplies
- Equipment that is not capitalized



DOES NOT FUND

- Recreational/Rehab/Therapeutic programs
- Capital improvements and/or improvements to real property
- Public art (e.g. permanent installations)
- Re-granting, Awards or Prizes
- Lobbying expenses
- Fundraising for endowments or capital campaigns
- Scholarships, Social service programs
- Activities that are primarily religious in purpose or promote a religious viewpoint
- Magazines; newspapers; radio; or television broadcasting
- Rodeos, fireworks, parades, events outside SLCo
- Non-cultural celebratory activities (e.g., neighborhood party)
- Accumulated deficits/debts retirement



ZAP ADVISORY BOARD ROLE

The role of the Advisory Boards is to:

1. Review applications.
2. Make funding recommendations to SLCo Council.

GUIDING PRINCIPLES

1. The Advisory Board relies upon the experience, knowledge and expertise of its fellow members.
2. The Advisory Board provides an equitable, unbiased review for each applicant based on scoring criteria and program data.
3. The Advisory Board does not interfere with the content of applicant programming.
4. The Advisory Board remains objective when making funding decisions and is active in identifying and correcting potential biases.
5. From Countywide Policy 1031: “The ZAP program does not deal in hearsay.”

CONFIDENTIALITY

- Application information is not public until the SLCo Council finalizes the Advisory Board recommendations.
- ZAP staff inform all organizations of their funding decisions at the same time.
- Board members must protect the confidentiality of applications, board discussion, and funding decisions.
- Board members may not share protected information from an application (board contact information, financial health analysis, etc.).

CONFLICT OF INTEREST

- Advisory Board members shall complete all required Conflict of Interest disclosure and documentation for Salt Lake County on an annual basis.
- Advisory Board members should be alert to avoid any action which could possibly be interpreted as a use of Advisory Board membership to further their own interests or those of an organization with which they are affiliated.
- All board members must disclose affiliation and conflict of interest prior to discussion and funding recommendations.
- Those having a conflict of interest may take part in the discussion as suppliers of information but may not advocate a point of view nor vote on the issue in which they have a conflict.

ZAP MEDIA POLICY

- If contacted as a Board Member of ZAP to comment upon ZAP-related issues, please direct all media inquiries to the ZAP administrative staff.
- Staff will then ensure the inquiry is sent through the proper County channels.
- Staff will inform Advisory Board members if they are referred to for comment in press releases or press interviews.

ZAP GRANTEE EVENT INVITATIONS

- To facilitate a deeper understanding of organizations for board members, grantees are contractually obligated to provide at least one free invitation to an event each year to their applicable board.
 - **2 tickets/passes per year, per organization for respective advisory board grantees only.**
- These invitations are provided to the ZAP administrative staff, who send them in batches via email to the Advisory Boards for ease of review and choice.
 - **Notify staff of comped events attended for SLCo tracking purposes.**
- As Advisory Board members are not paid for their valuable time, they are encouraged to use these tickets and to attend as many events as is useful in the review of the applications.

An aerial photograph of a festival or fair held on a large, green grassy hill. In the background, a range of blue mountains is visible under a clear sky. The festival area is filled with people, white tents, and colorful inflatables, including a large orange and green one in the foreground. A large white screen is set up on the left side of the hill.

TIER I + ZOOLOGICAL FUNDING & ADVISORY BOARD

Funding Purpose

- Utilized to build organizational capacity, (fund zoological facilities) to create stability, and to provide adequate predictable support.

Board Role

- WHAT: Review applications and advise SLCo Council on disbursement of funds to Tier I + Zoological organizations
- HOW: 18 disciplines, lead review assignments and 1 all-day review meeting to review, score, provide feedback and finalize recommendations

7-Member Board Structure

- Two members appointed by Utah Division of Arts & Museums.
- To the extent practical, shall be evenly distributed by SLCo Council District.
- If possible, one member of the SLCo Arts & Culture Division Advisory Board.

TIER I ELIGIBILITY

501(c)3 Nonprofit Status



3-year average QE of \$390,000

Must have main office in Salt Lake County

Submitted 3-years of Audited Financials

Must be an arts, botanical, or cultural organization

Received Tier II funding for the last 3 years

SCORING & REVIEW: CRITERIA

Artistic & Cultural Vibrancy (30%)

- Engages qualified and diverse arts/cultural professionals
- Inspires and contributes to vibrant/energetic cultural community in Salt Lake County
- Supports work that has high merit and connects with the audience

Note: What constitutes artistic vibrancy may vary in relation to the organization's mission, audience, and community

Public Benefit & Outreach (20%)

- Clearly demonstrates the organization understands and serves its community
- Identifies and engages with underserved populations
- Demonstrates meaningful relationships with other stakeholders
- Demonstrates strong partnerships with other art & cultural agencies
- Is open to the public and welcomes all

Governing Board (20%)

- Clearly demonstrates the organization is well managed and stable
- Has an engaged, active and qualified staff and volunteers
- Demonstrates diverse funding sources
- Sets clear, realistic goals and measures progress
- Clearly demonstrates the ability to implement programs and operations

Organizational Capacity (15%)

- Has an engaged, active and qualified Board based on Lead Reviewer's site visit/attendance at board meeting as well responses in the application
- Demonstrates diversity (ethnic, socio-economic, gender, geography, etc.)
- Ensures organization has the resources necessary for its operations

Financial Health (15%)

- Based on the ZAP CPA's assessment of applicant financials
- An applicant with exceptional Financial Health has passed all the Financial Health Test Criteria in the last three years
- A Financial Health Test score below a 5 is considered a failure (scale of 0-7)
- Organizations should pass the ZAP Program's minimum financial health criteria on a regular basis.

TIER I + Z REVIEW PROCESS

REVIEWING AND SCORING APPLICATIONS

The goal of each review panel is to be as objective as possible. Members can adjust their scores during the all-day review meeting, based on information presented.

Prior to each review meeting, it is assumed that each board member has:

1. Completed site visits for applications for which they are the Lead Reviewer
2. Read all applications in ZoomGrants
3. Scored all applications in ZoomGrants
4. Prepared overview/notes for applications for which they are the Lead Reviewer
5. Note highlights/concerns and why they scored the way they did in a manner that could be shared with the applicant.

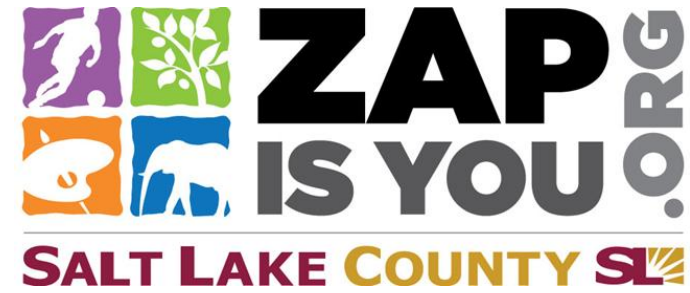
TIER I + Z REVIEW PROCESS

Site Visits, Board Meetings, Events

- Site visits should be viewed as a fact-finding mission and a chance to observe the organization, their board, and their events as a citizen of SLCo.
- They are an opportunity to assess consistency between the application and the reviewer's own observations/experience as well as evaluate their efforts to reach out to all populations within SLCo.

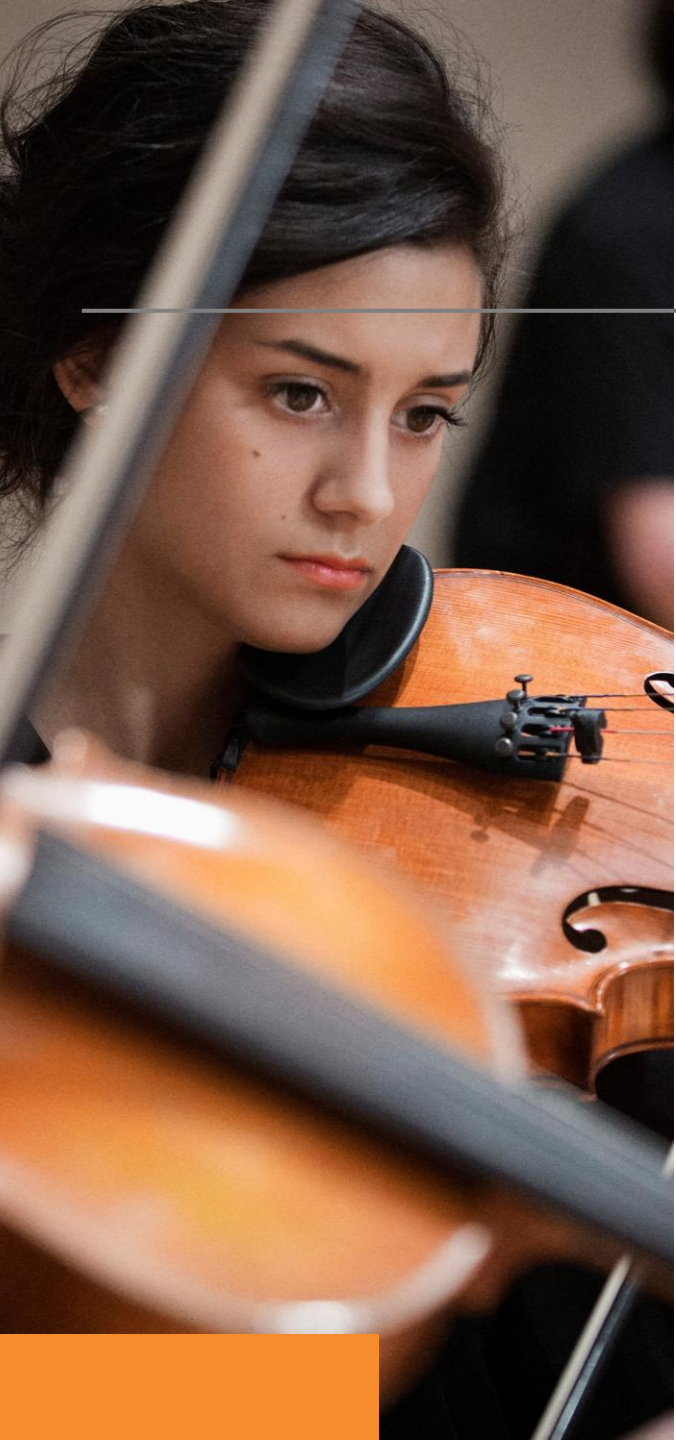
Synthesis and Sharing

- Lead Reviewers should present their overview of the applicant and report on their experiences at the site visits in a manner that allows other board members to score objectively.
- A helpful way to approach this is to develop an overview as a mini-SWOT analysis (strengths, weaknesses, opportunities, threats).



TIER I+Z ALL-DAY REVIEW MEETING

- ~6 hours
- 9am-4pm
- Applicants will be reviewed in random order to help avoid review bias.



TIER II FUNDING & ADVISORY BOARD

Funding Purpose

- Utilized to build organizational capacity (for small cultural organizations) and enhance SLCo cultural offerings and community.

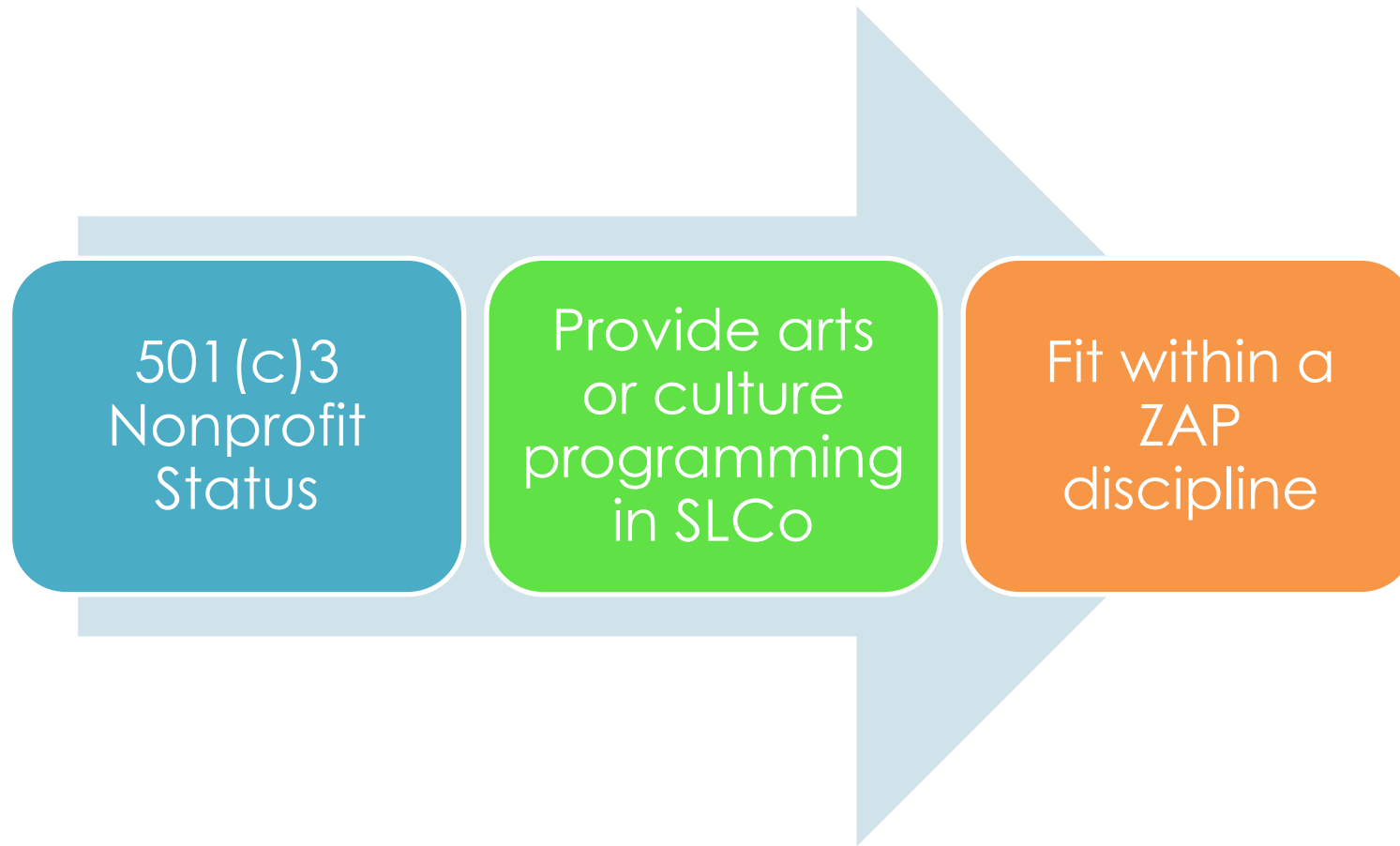
Board Role

- Review applications and advise SLCo Council on disbursement of funds to Tier II organizations (i.e., provide funding recommendations).
- 18 disciplines, 8 subcommittees and 1 all-day review meeting to review, score, provide feedback and finalize funding recommendations.

11-Member Board Structure

- Two members shall be mayors from municipalities within SLCo.
- One member of the SLCo Arts & Culture Division Advisory Board.
- To the extent practical, shall be evenly distributed by SLCo Council District.

TIER II ELIGIBILITY



1. Architecture
2. Arts Education
3. Botanical
4. Dance
5. Arts & Culture Festivals
6. Folk Arts
7. History
8. Humanities
9. Interdisciplinary/
Performance Art
10. Literature
11. Local Arts Agency
12. Media Arts
13. Multi-disciplinary
14. Music
15. Natural History
16. Presenting
17. Theatre
18. Visual Arts

SCORING & REVIEW: CRITERIA

Artistic & Cultural Vibrancy

- Engage qualified and diverse arts/culture professionals
- Inspire and contribute to a vibrant/energetic cultural community
- Provide unique, impressive and noteworthy contributions to your field
- Supports work that has merit and connects with the audience

Public Benefit & Outreach

- Organization understands, works with, and services the community
- Connects with target audience
- Makes an effort to reach out to all populations within Salt Lake County
- Demonstrates meaningful relationships with other stakeholders

Organizational Capacity

- Well-managed and stable
- Engaged, active and qualified board, staff and/or volunteers
- Strong partnerships with other art & culture agencies
- Diverse funding sources and sets a realistic and appropriate budget

TIER II REVIEW PROCESS

Prior to each subcommittee meeting...

1) Read all applications AND score and vote in ZoomGrants

- Doing this ahead of time streamlines the subcommittee meeting

2) Score on a 1-5 scale for 3 equally weighted sections (artistic vibrancy; public benefit and outreach; organizational capacity)

3) Complete conflict of interest statement for each application.

TIER II REVIEW PROCESS

Discipline Subcommittee Meeting Process

- Staff make announcements and brief reminder of review process and scoring.
- For each application:
 - Staff will provide red flags, eligibility explanations, identify new and >\$22k applicants
 - Lead reviewer provides 2-3 strengths and weaknesses of the application (*not* a summary)
 - Other subcommittee members will share any additional strengths, weaknesses, concerns, or additional discussion items **that have not already been shared**.
 - The goal is to have 2-3 strengths and/or weaknesses (mini-SWOT) of the application to **provide to the applicant to improve their application next year**.
 - Committee members will review the scores they already gave and finalize them.
- Committee will review final list of scores.



TIER II ALL-DAY REVIEW MEETING

- ~6 hours
- 9am-4pm
- Review, adjust, approve preliminary recommendations of discipline subcommittees to finalize Funding Recommendations for Council



RESOURCES

DOCUMENT LINKS:

- [**Tier I + Zoological Grant Application Manual - 2026**](#)
 - [Tier I + Zoological Grant Application Workshop Webinar](#)
- [**Tier II Grant Application Manual - 2025**](#)
 - [Tier II Application Workshop Webinar](#)
- [**ZAP Countywide Policy 1031**](#)
- [**ZoomGrants**](#)



STAY CONNECTED WITH ZAP



ZAP MONTHLY NEWSLETTER

2,728 contacts



@slcoZAP

4,584 followers



@slcoZAP

12,624 followers

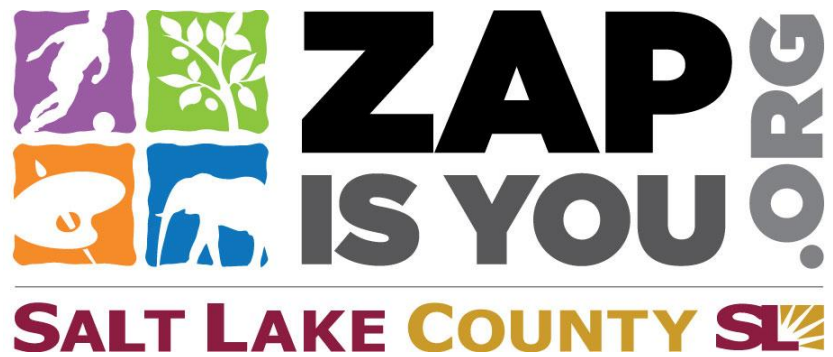


@slcoZAP

324 followers



Promotional, instruction, and Impact Program videos



THANK YOU!

