



# **TIER I + Zoological ADVISORY BOARD MANUAL**

2026

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# ADVISORY BOARD ROLES & RESPONSIBILITIES

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## ROLES AND RESPONSIBILITIES

The role of the Advisory Boards is to:

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

ZAP Advisory Boards are not governance boards, but rather are selection committees to make funding recommendations to SLCo Council.

To achieve this, Board members obtain information on each organization:

- Reading and scoring applicants in Zoomgrants
  - Preparing notes for which they are the Lead Reviewer and note highlights/concerns, reasons why they scored and information with fellow Board members.
- Thorough applicant site visits and event attendance

## STRUCTURE

The Tier I + Zoological Advisory Board includes seven (7) members:

- Per Statute, two of the seven members of the advisory board shall be appointed by the Utah Division of Arts & Museums
- Per ZAP Advisory Board Operational Guidelines, at least one current member of the SLCo Arts & Culture Division Advisory Board.
- Per SLCo Ordinance, to the extent practical, Tier II Advisory Board shall be evenly divided by County Council.

No paid employee of a Tier I + Zoological applicant may serve on the Tier I + Zoological Advisory Board, except that a city mayor may serve on the Tier II Advisory Board even if his/her city is a Tier II applicant.

The Advisory Board will review applications and accompanying materials. All eligible Tier I + Zoological grant applications will be reviewed and scored by all Tier I + Zoological Advisory Board members. Additionally, all eligible applications are assigned an Advisory Board member who serves as Lead Reviewer. Board members are assigned as Lead Reviewers for approximately 3-4 applications in order to focus on each application deliberately and specifically.

The Lead Reviewer provides strengths and weaknesses of each applicant. Other members share their concerns or discuss items not previously shared. After discussion members may adjust scores.

## 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."

### **FROM 1031 POLICY**

"Advisory Board" means the appointed volunteer board(s) that reviews applications and makes recommendations to the County Council.

The applicable Advisory Board shall review all eligible applications and accompanying material. After careful review and deliberation and based upon the submitted application and accompanying information the Advisory Board shall submit a written recommendation to the County Council identifying the organizations selected by the Advisory Board to receive ZAP funding and the recommended amount or percentage of ZAP funds to be distributed to each.

- 5.7.4 The Tier I Advisory Board's recommendation to the County Council shall include:
  - 5.7.4.1 The percentage each qualifying organization should receive based on certified expenditures;
  - 5.7.4.2 Which, if any, organizations were disqualified or denied funding and why the disqualification or denial occurred; and
  - 5.7.4.3 What reconsideration requests or appeals have been received and the Advisory Board's subsequent actions with regard to each request or appeal.
- 11.1 The Tier I and Tier II Advisory Boards are aware that one of its most important duties is to consistently review the disbursement of public monies in support of zoological, cultural and botanical organizations.
- 11.2 ZAP volunteer Advisory Board members must abide by two significant statutes in Utah law which prohibit, or require disclosure of, certain actual or potential conflicts of interest between their public duties and private business interests. Advisory Board members shall complete all required County documentation on an annual basis.

### **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.).

## **CONFLICTS 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.

## **UTAH OPEN PUBLIC MEETINGS ACT**

All ZAP Advisory Board meetings are open meetings and therefore a matter of public record. The purpose of the Utah Open Meetings Act is to ensure public bodies conduct business, take actions and make deliberations openly. The Tier II Advisory Board is considered a public body and must comply with the Act. All Advisory Board meetings must be open to the public unless they are closed for an allowable reason. Business conducted by the ZAP program generally does not meet the criteria to close meetings. Meeting minutes and recorded audio can be GRAMA requested by the media and public.

## **GRAMA**

All board and subcommittee meetings are open to the public, are recorded, and will become public record. Advisory Board application comments and scores are public record and are published after County Council decisions are finalized. The discussion tool within the grant software is considered a public record. These comments should reflect a professional and respectful dialogue.

## **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.

# REVIEW PROCESS

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## REVIEWING AND SCORING APPLICATIONS

Each Advisory Board has its own scoring criteria matrix which shall be used while determining application scores. The goal of each review panel is to be as objective as possible. Tier I + Zoological Advisory Board members can anticipate approx. 3-4 Lead Reviewer assignments. Members can adjust their scores during the all-day review meeting, based on information presented.

### Tier I Funding Purpose

To build organizational capacity, to create stability, and to provide adequate predictable support.

#### 5.6 Tier I Criteria:

- 5.6.1 The Act sets the minimum threshold for Tier I qualifying operating expenses at \$250,000, which has been periodically indexed based primarily on inflation. As such, grants awarded to Tier I organizations for the 2024 application cycle, will only be made to organizations having at least \$390,000 or more in average annual qualifying operating expenses, averaged over the preceding three-year period.
- 5.6.2 Organizations must pass the ZAP Program's minimum financial health criteria on a regular basis. Weak or negligent financial management could be grounds for exclusion.
- 5.6.3 Stability of the 22 organizations is an important factor in Tier I funding.
- 5.6.4 These 22 organizations must have a preponderance of activities that are within their eligible disciplines and not just have some element of cultural, or botanical activities.
- 5.6.5 An organization will not qualify to receive Tier I funding unless it has its headquarters or a significant presence in Salt Lake County and manages and presents activities within Salt Lake County.
- 5.6.6 Tier I organizations must abide by accepted nonprofit ethical and professional standards. This includes adopting and implementing standards issued by the Utah Nonprofits Association or similar ethical standards.

### Zoological Funding Purpose

To build organizational capacity, fund zoological facilities, to create stability and to provide adequate predictable support.

- 7.1 Advisory Board: The Tier I Advisory Board will oversee the zoological application process.
- 7.3 In order to qualify for ZAP funding as a zoological facility or organization, applicants must have as their primary purpose the operation of: (1) a zoological park (or a zoological facility that is part of or integrated with a zoological park), (2) an aquarium (or a zoological facility that is part of or integrated with} an aquarium); or (3) an aviary (or a zoological facility that is part of or integrated with an aviary). Additionally, in order to qualify for ZAP funding as a zoological facility or organization, an applicant must either be accredited by a national or international independent accrediting organization for zoos and/or aquariums, approved from time to time by the Tier I Advisory Board, unless the zoological facility or organization qualifies under one of the

exceptions to accreditation found under Section 3.07.060(K) of the Salt Lake County Code of Ordinances.

7.7 Zoological Funding Criteria:

- 7.7.1 An applicant will not qualify to receive ZAP zoological funds unless it has a significant presence in Salt Lake County and serves an audience of 75,000 or more persons annually.
- 7.7.2 An applicant will not qualify to receive ZAP zoological funds unless it passes the ZAP Program's minimum financial health criteria on a regular basis. Weak or negligent financial management could be grounds for exclusion.
- 7.7.3 An applicant for ZAP zoological funds must abide by accepted nonprofit ethical and professional standards. This includes adopting and implementing standards issued by the Utah Nonprofits Association, Association of Zoos and Aquariums, or similar ethical standards.

**For each Tier I + Zoological application:**

- Staff will provide any red flags or eligibility explanations
- Lead reviewer provides 2-3 strengths and weaknesses of the application (not a summary)
- Other 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 of the application to provide to the applicant to improve their application next year.
- Committee members will review the scores they have already given and finalize them.
- Committee will review final list of scores.

**“ALL-DAY” MEETING**

- 4-6 HOURS
- Will review all applications; can invite specific applicants to present at All-Day Review
- Will review, adjust, and approve overall funding list
- Will be scheduled for August/September

**Prior to the ALL-DAY review meeting, it is assumed that each board member has:**

1. Read all applications in ZoomGrants
2. Scored all applications in ZoomGrants
  - Details on scoring criteria are listed in the 2026 Tier I + Zoological Grant Manual
3. Prepared overview/notes for any applications for which they are the Lead Reviewer
4. Noted any highlights or concerns and why they scored the way they did in a manner that could be shared with the applicant.

**OTHER INFO FROM 1031 – REVIEW CRITERIA**

5.4/7.6 Priority: When all else is equal, priority for Tier I funding will be considered for those organizations that provide:

- 5.4.1/7.6.1 geographic, ethnic and other diversity on their governing and advisory boards; and
- 5.4.2/7.6.2 exemplary community services through outreach and free or highly discounted programming.

5.9 An organization may not qualify for ZAP Tier I funding in excess of 35% of its total qualifying operating expenses, as defined in the application and these policies and procedures.

## **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 e-mail 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.



# MEETING DATES

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## Meeting Dates



**Orientation: Tuesday, June 10, 1:00-4:00PM**



**All-Day Review: Thursday, August 28, 9:00AM-4:00PM**

**County Council Meeting: Early to Mid-October**

# ZAP CONTACT INFORMATION

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## Salt Lake County Zoo, Arts & Parks

[saltlakecounty.gov/zap](http://saltlakecounty.gov/zap)

### Mailing Address

Mid-Valley Performing Arts Center  
2525 Taylorsville Blvd.  
Taylorsville, Utah 84129

### Hours

Monday through Friday  
8:00 AM - 5:00 PM

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## ZAP STAFF

### Samantha Thermos

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## **ZAP TIER I + ZOOLOGICAL ADVISORY BOARD 2025 ROSTER**

### **Johann Jacobs\* (Chair)**

District 4, Salt Lake City  
2024-2026

### **Lynette Wendel**

District 3, Taylorsville City  
2024-2026

### **Peter Klinge (Vice Chair)**

District 3, Murray City  
2024-2026

### **Amanda Mulia\*\***

District 6, Sandy  
2025-2027

### **Heidi Prokop\***

District 1, Salt Lake City  
2025-2027

### **Andrea Michelle Hansen**

District 6, Sandy  
2024-2026

### **Noemi Hernandez-Balcazar**

District 2, West Valley City  
2023-2025

\*Per Statute [59-12-704(2)], in a county of the first class, two of the seven members of the advisory board under Subsection (2)(a) shall be appointed by the Utah Division of Arts & Museums.

\*\*Per ZAP Advisory Board Operational Guidelines, at least one current member of the Salt Lake County Arts & Culture Division Advisory Board.

Per Salt Lake County Ordinance 1545 (Chapter 3.07.060F), to the extent practical, Tier I Advisory Board shall be evenly divided by county council.



# APPENDIX

## 2026

### DOCUMENTS:

- 2026 Tier I + Zoological Grant Manual
- [ZAP 1031 Countywide Policy](#) or <https://bit.ly/4btkRVN>

### LINKS:

- [ZoomGrants](#)
  - Search in Programs for: **ZAP 2026 Tier I + Zoological Application**