

ZAP Organizational Health Caution & Warning Letter Framework

(Tier I Advisory Board – Internal Use)

1. Purpose:

- Provide early, structured intervention for Tier I + Zoological organizations demonstrating sustained performance challenges.
- Offer a supportive and transparent pathway for corrective action prior to funding denial.
- Strengthen accountability while preserving ZAP's mission to stabilize and support Salt Lake County's cultural ecosystem and protect public funds and public trust.
- Acknowledge that organizational strengthening takes time and sustained capacity building; however, forward momentum and accountability are required to remain in good standing.
- Consistency across organizations = transparency in expectations; equity in review

2. Trigger Thresholds:

Caution Letter issued when an organization meets any of the following:

- Scores in the lower percentile of Tier I + Zoological pool for two consecutive cycles
 - Lower percentile meaning, indication of a relatively lower review score/performance compared to the whole pool; the lowest scoring tier.
 - Unless all applicants score relatively well in a given year.
- Other Factors Considered:
 - Demonstrates multi-category weaknesses across scoring criteria
 - Requires substantial follow-up questions to address clarity or completeness
 - Shows early indicators of instability in governance, programming, outreach, or administration

Warning Letter issued when an organization meets one or more of the following:

- Ranks at or near the bottom of Tier I + Zoological scoring for three or more consecutive cycles
- Other Factors Considered:
 - Fails to demonstrate improvement following a prior Caution Letter
 - Exhibits systemic challenges across multiple scoring criteria
 - Demonstrates lack of responsiveness to Board feedback or follow-up

3. Caution / Warning Letters to Organizations:

- What's contained in the letters?
 - Areas of concern including:
 - Scoring, written responses, and/or presentation (if applicable)
 - Corrective Action
 - Meeting with organization leadership and ZAP leadership
 - Assessment of organization health
 - Review of steps which demonstrate a committed pathway toward improvement
 - Reminder to proactively participate in ongoing and annual support resources available to all applicants such as those listed below:
 - Written Advisory Board review feedback comments and site visits, detailed scoring results by criteria category and relative to the applicant pool, the ZAP grant application manual, application and contract workshops, and the opportunity for individual technical support meetings with ZAP staff.
- What is included in the follow up?
 - Progress reports and assessment of organizational health improvement

4. Precedence:

- Utilized adjacent framework from ZAP's long-standing Financial Health Improvement Plan that recognizes an organization's failing of the annual Financial Health Tests.
- Financial Health Improvement Plans require organizations to submit a Plan and two progress reports over one year.
 - Assessment of the organization's financial issues and steps to achieve financial health.