



**ZOO
ARTS &
PARKS**

Advisory Board Orientation

2027 Tier I & Zoological Program

2026 Tier II Program

Agenda

- Zoo, Arts & Parks Program
- Advisory Boards Overview
- Review & Scoring Criteria
- Board Practice Proposals
- Submittable

ZAP Team

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Program Director

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Mission

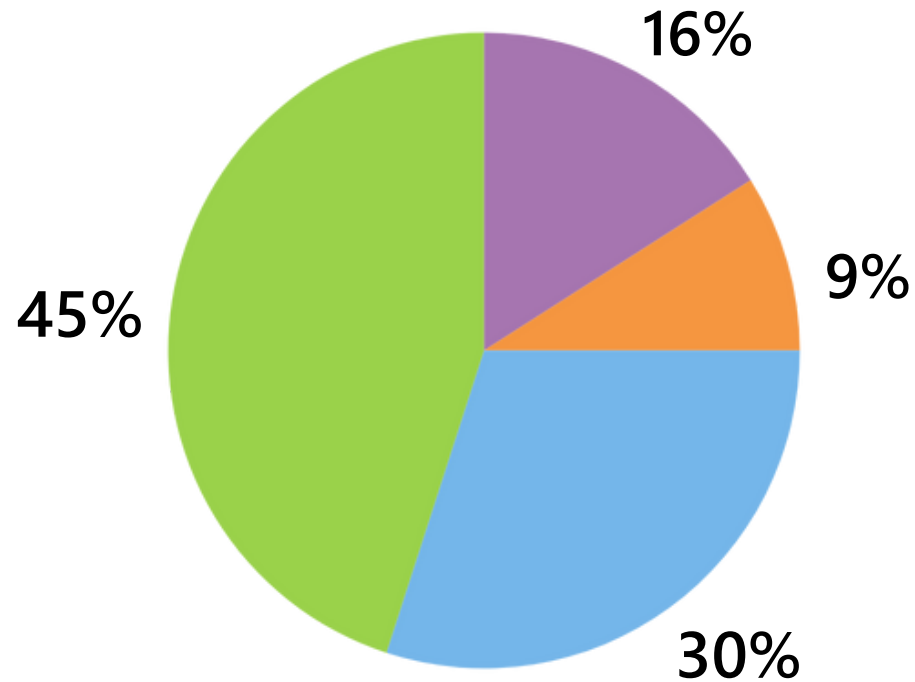
To enhance Salt Lake County resident and visitor experiences through art, cultural, historical, and recreational offerings.

Purpose fulfilled by:

- **Grantmaking:** Providing fair and equitable access to ZAP funding and education resources by making grants to qualified nonprofit organizations and municipalities in the categories of Tier I, Tier II & Zoological.
- **Promotion:** Increasing public awareness of the value of ZAP through grantee activities promotion.
- **Capacity Building:** Providing adequate predictable support for organizations within the Zoological and Tier I categories and providing enhanced support for organizations within the Tier II category.



ZAP Funding History



\$16.7M

Tier I

≤22 large nonprofit cultural organizations that enhance economic development.

\$11.1M

Parks & Recreation

42 parks, 21 recreation centers, and thousands of acres of open space.

\$5.9M

Zoological

≤3 zoological organizations that serve 75,000 or more persons annually.

\$3.4M

Tier II

>200 small and medium-sized organizations.

For every \$10 of sales tax in SLCo, 1¢ goes toward ZAP.

Dollar Amounts from FY 2025

Current Application Stats

2027 Tier I + Zoological Program Stats (as of 5.27.26)

- 26 Tier I Applications | 1 New Tier I Applicant (from Tier II)
- 3 Zoological Applications

2026 Tier II Program Stats (as of 5.27.26)

- 214 of Applications Passed Eligibility Checks | 21 of New Applicants
- Budget Amount: \$3,624,588.85

Annual Process Cycle

Phase 1: Eligibility

- Opens: **March 2, 2026**

Phase 2: Application

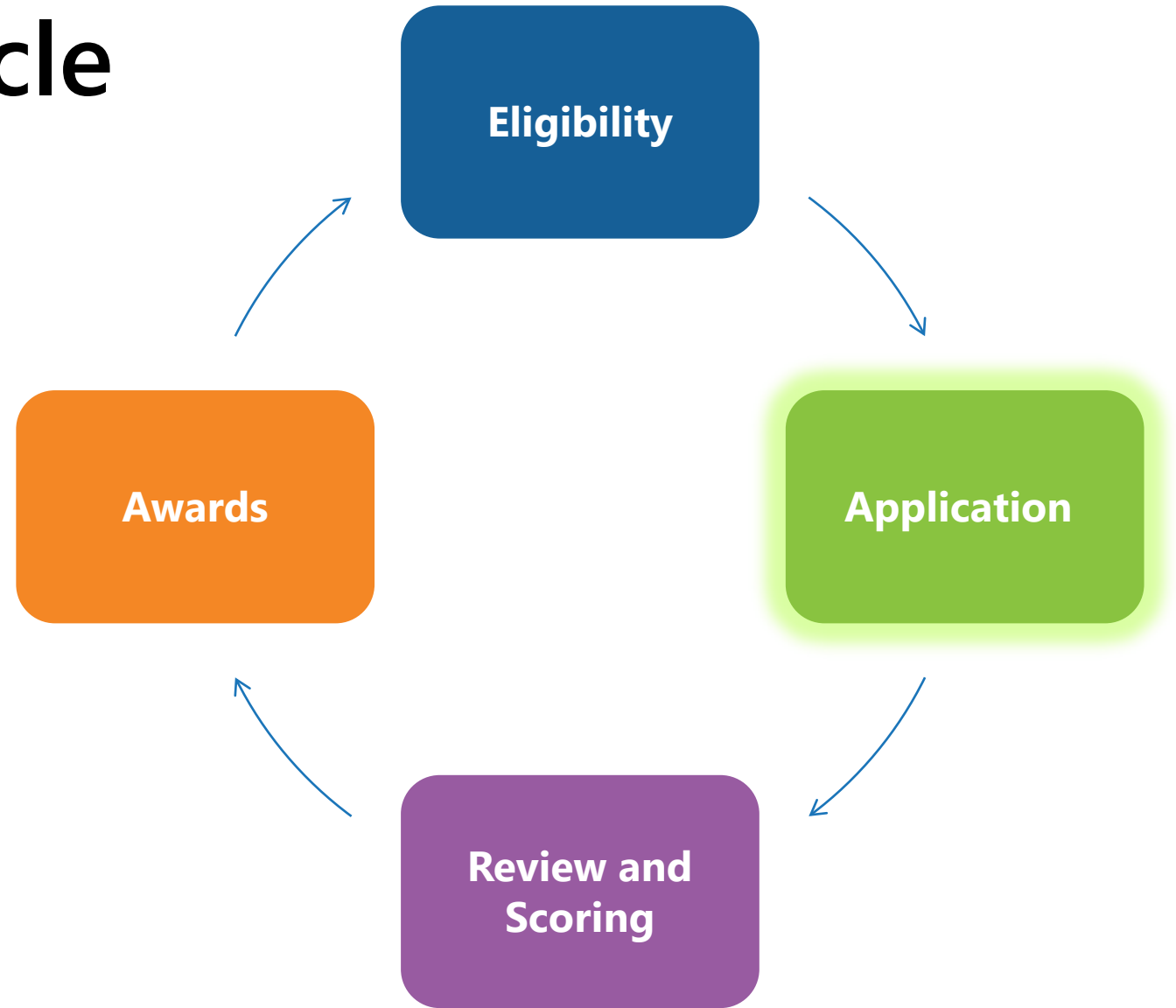
- Opens: **April 1, 2026**
- Closes: **May 29, 2026 at 5:00 PM MDT**

Phase 3: Review & Scoring

- **June–September:** Advisory Board review
- **October:** Recommendations to SLCo Council

Phase 4: Awards

- Awardees receive notice and funded amount.
- Contract: Sign agreement and related actions.



ZAP Advisory Boards Overview

Roles & Responsibilities

Purpose

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

Composition: Residents of SLCo are appointed by the County Council

- **Tier I & Zoological Advisory Board**
 - 7 members
 - Application review and site visits
- **Tier II Advisory Board**
 - 13 members
 - Application review in discipline subcommittees

All-Day Review Meeting

1. Complete reviews, scoring, site visits, and discipline subcommittee meetings.
2. Advisory Boards finalize funding recommendations for SLCo Council.

Review Practices Guiding Principles

- **Collective Expertise & Fair Review:** The Advisory Board draws on member expertise to deliver equitable, criteria-based reviews.
- **Objectivity:** The Board remains objective in all funding decisions, actively correcting bias without interfering in applicant programming.
- **Confidentiality:** All application information, discussions, and decisions are protected until finalized by the SLCo Council.
- **Conflict of Interest:** Members must complete annual disclosures and declare affiliations before discussion; conflicts preclude advocacy or voting.
- **Media Inquiries:** Direct all ZAP-related media contacts to ZAP administrative staff.

Tier I & Zoological Process

Grantee Site Visits, Board Meetings, Activities

- Site visits should be viewed as a fact-finding mission and a chance to observe the organization, their board, and their activities 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.

Board Review 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.
- The way to approach this is to develop an overview as a mini-SWOT analysis (strengths, weaknesses, opportunities, threats).

Tier II Process

Tier II Discipline Subcommittee Review

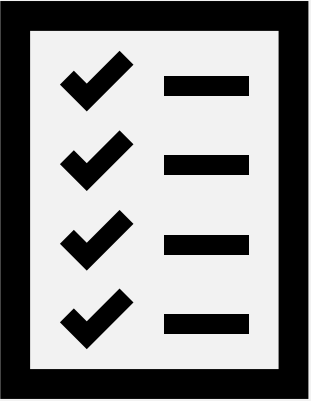
- Applications are grouped by Discipline and assigned to subcommittees of 3–4 Advisory Board members each.
- Each subcommittee reaches a preliminary recommendation.
 - Final scores and award amounts are decided at the All-Day Review.
- Circle-back meetings may be held before the All-Day Review if Request for Clarification (RFC) responses require further discussion.

ZAP Grantee Activity Invitations

- **Value of Attendance:** Attending grantee activities deepens community understanding and strengthens the review process — members are encouraged to attend as many events as is useful
- **Guidelines:** Attendance is optional unless required for a site visit; members generally attend within their funding category, though free public events are open to any member
- **Complimentary Tickets & Invitations:** Grantees must provide at least one free invitation per year; members may accept up to 2 tickets per organization per year for non-fundraising activities (~\$50 value limit) — notify ZAP staff of any complimentary events attended
- **Sharing Community Impact:** Members are encouraged to share photos or observations with ZAP staff to support public awareness of ZAP-funded programming

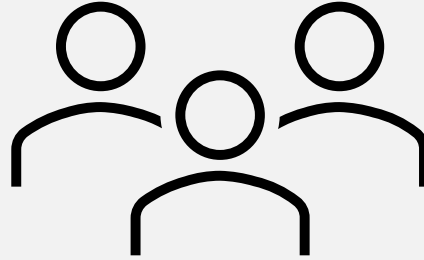
Review & Scoring Criteria

Review Roles



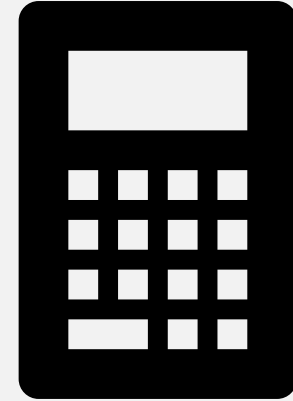
Administrative Staff

Eligibility Checks
Post-Spending Report
Verification



Advisory Boards

Review & Scoring Criteria
Application
Submittable Internal Form
Data



3rd Party CPA

Financial Health Tests
FHT Score

Review & Scoring Criteria

4	Exceptional
3	Strong
2	Adequate
1	Weak
0	Insufficient

Anchor Descriptions:

Each numeric anchor has a description tailored for each review criterion.

- See Grant Manual pgs 22-25

Financial Health is scored differently and impacts the cumulative application score.

Criteria Definitions

Artistic, Botanical, Cultural or Zoological Purpose

Evaluates the organization's primary purpose as it relates to how it advances and preserves the particular artistic, botanical, cultural, or zoological practice as defined by ZAP discipline.

Organizational Stability

Evaluates the organization's stability as it relates to personnel, programming and partnerships, and navigates challenges.

Criteria Definitions

Community Engagement & Public Benefit

Evaluates the organization's community and public engagement as it relates to what communities it serves, how it approaches connection and engagement strategies, and the level of impact the organization is making within the community.

Financial Accountability

Evaluates the organization's financial accountability as it relates to how it stewards its finances.

Financial Health Test (FHT) Score

Applies only to Tier II applicants requesting \$22,000 or more and all Tier I & Zoological applicants.

An independent CPA firm reviews assesses organization's net assets, working capital, debt, cash flow, and general fiscal viability. Assessment results in a Pass or Fail.

Financial Health Test (FHT) Scoring Rubric	
Anchor Description	Score
Passed 3 Years (current, last, and previous years)	0
Passed 2 Years, Failed 1 Year	- 1
Passed 1 Year, Failed 2 Years	- 2
Failed 3 Years (current, last, and previous years)	- 3
Going Concern (any year)	- 4

Board Practice Proposals

Tier I: Related Party Transactions

- **Background:** Per Policy 1031, the Advisory Board has discretion to allow or disallow Related Party Transactions (RPTs) — business deals between an organization and a closely connected individual
- **Change Request:** In 2025, the Advisory Board requested a 2026 vote to delegate RPT review to ZAP staff beginning with the 2027 grant cycle
- **Long-Term Intent:** RPT review remains at staff level; ZAP staff will consult an independent CPA, confirm policy requirements, brief the Executive Committee, and present recommendations

Tier II: Budget Allocations

- **Tier I Reserve:** Allocate up to or around 5% budget to for grantees exiting Tier I
- **Outside of SLCo:** Allocate up to or around 5% budget for organizations headquartered outside of Salt Lake County
- **Treatment of New & Returning Organizations:** Establishes maximum funding caps for new and returning Tier II organizations
- **Formula for Unallocated or Reduced Tier II Budget Funding:** Streamlines the allocation of any unallocated Tier II budget funds or to navigate funding reductions following subcommittee and All-Day Review meetings using a score-based formula

Submittable

Getting Started with Submittable



NEW PLATFORM!!



- **Forms to Review**
 - Additional Form: Tier I & Zoological or Tier II Application (GALAA Application)
 - Conflict of Interest Declaration
 - Internal Form: Applicant History (\$ Amounts, Score percentiles, FHT Info)
- **Assignments**
 - Lead Reviewer Assignments: Last Name Labels
 - Tier II: All Subcommittee Assignments
- **Column Tabs**
 - Activities: Make notes for other board members
 - Review: Score applicants and draft board comments
 - Messages: Communicate with ZAP staff about an applicant



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Questions?

2027 Tier I & Zoological Program

2026 Tier II Program

Tier II Subcommittee Breakout

Checklist & Reminders

- **Any Follow Up Questions?**
- **Review Strategies & Reminders**
 - Review a few applications each day; do not wait until the last minute!
 - This is a competitive process; scores should align with funding recommendation amounts
- **Funding Recommendation by Score Guide**
 - Use in subcommittee preparation for staff analysis
- **Grants for Advancing Local Arts Agencies (GALAA) Application**
 - Brief overview, review and scoring, LAA subcommittee
- **Tier II Subcommittee Schedule**
 - Deadlines for Review and Scores

Tier I & Zoological Breakout

Checklist & Reminders

Any Follow Up Questions?

How is it going?

- Applicant Site Visits, Board Meetings and Activities
- New Member Mentor Matching

Lead Reviewer Assignment Disciplines (of note)

- Botanical: Botanical Research, Community Education, Horticultural Display
- Zoological: Zoological Revised QE Worksheet Otherwise Remains the Same

Requests of Staff: Contact staff early on

- For Clarification of Applications
 - Should happen at Site Visits, Meetings, Activities
- For Printed Applications