



ZOO, ARTS & PARKS
IMPACT
PROGRAM
COLLABORATIVE

The Impact Program envisions thriving arts and culture organizations across Salt Lake County that know how to access and utilize community resources to build a diverse, accessible arts and culture scene in every county neighborhood.

2026 Guidelines

Program Structure

The ZAP Impact Program provides Tier II grantees with the tools, strategies, and support needed to reach the next level of operational, programmatic, financial, or organizational maturity, enabling them to more effectively advance their mission. Through the Collaborative Program, Tier II grantees receive individualized opportunities to strengthen organizational capacity through curated networking, workshops, trainings, and mentoring.

Small cohorts are formed by grouping organizations with similar characteristics—such as budget size, discipline, staffing, or organizational priorities. Participants are selected based on their Interest Form, their most recent ZAP Tier II application, and with consideration for representing a range of disciplines and districts throughout Salt Lake County.

Cohorts will meet for a series of two-hour sessions held over several weeks or months. Each session focuses on a single area of nonprofit organizational development, offering an in-depth look at practical skills and strategies.

Beyond group training, each participant will also receive individualized one-on-one consultation time with the trainer or consultant. These meetings will be scheduled separately.

Timelines & Dates

May 11: Interest Form Opens for the final three training cohorts of the year.
Participants will be selected from the pool of completed submissions

June 12: Interest Form Closes

Before the end of June Participants will be notified

Eligibility Criteria

To be considered for this program an applicant must:

1. Be a current ZAP Tier II grant recipient.
2. Commit to attending all the meetings for the selected session.
 - a. Ideally, the same organizational representative will attend all meetings. However, other representatives are welcome to attend as well or fill in as needed or appropriate.
 - b. Organizations can send up to two representatives to each session.

Selection Criteria & Process

The Collaborative Program is designed to build cohorts of organizations with shared capacity-building needs, allowing participants to learn from one another and begin the program from a similar starting point. Cohorts may be grouped by discipline, organizational size, or communities served.

Step 1: Submit an Interest Form

Organizations interested in participating must complete the Interest Form. Responses will help ZAP staff understand each organization's capacity-building needs, goals, and readiness for the program.

Complete the Interest Form here:

<https://www.surveymonkey.com/r/TW8SC2T>

Step 2: Review of Materials

A Selection Committee—comprised of ZAP staff, ZAP Advisory Board members, and County staff—will review submitted Interest Forms along with information from each organization's most recent ZAP Tier II application.

Step 3: Cohort Alignment & Selection

Participants will be selected based on how well their needs align with one another, ensuring each cohort can benefit from shared learning and discussion. In making selections, the committee will prioritize:

1. Organizations that have received ZAP funding for the last three years.
 - a. Organizations that do not meet this criteria will still be considered.
2. "Medium" sized organizations, defined as:
 - a. Organizations with average three-year organizational budgets of approximately \$75,000 to \$500,000
 - i. While our selection committee will target organizations in this range, those outside of this range will not be disqualified from consideration.
3. Organizations with at least one paid staff person (full-time or part-time)
4. Organizations with similar needs for capacity building support, as indicated in the Interest Form responses.
5. Organizations that have not yet had the opportunity to participate in the Collaborative Program.

Note: While all organizations have capacity-building needs, grouping organizations with shared priorities ensures each cohort is starting from a comparable baseline and can benefit from a collective learning environment.

2026 Collaborative Program Session Topics and Dates

The Interest Form released in May will be for the final three training cohorts of the year. Participants will be selected from the pool of completed submissions.

Foundations of Nonprofit Financial Management

Instructor: Sheila Srivastava / Cody Goetz and Kelsey Ellis

Dates: August 12, September 2, September 23

Time: 10:00 a.m. – noon

Location: Mid-Valley Performing Arts Center

This three-session, hands-on training series is designed for ZAP grantees looking to strengthen their financial management practices and support long-term organizational sustainability. Participants will build confidence reading and understanding key financial reports, including income statements and balance sheets, while learning how to clearly communicate financial information to boards and funders. The series also includes a focused session on budgeting as a strategic tool, with attention to grant applications and board approval. While no specific software is required, organizations interested in participating should have reliable financial capture systems (i.e. Quickbooks or Excel spreadsheets) as participants will work on their own finances throughout the session.

This session is led by Sheila Srivastava, Treasurer for Salt Lake County, who has extensive expertise in financial management and a passion for supporting local nonprofits. The final class will be led by ZAP's own Cody Goetz and Kelsey Ellis who will talk about budgeting for grantmaking and board presentations.

Outdoor Event Management

Instructor: Dawn Borchardt

Dates: August 26, September 16, October 7

Time: 10:00 A.M. – Noon

Location: Mid-Valley Performing Arts Center

Outdoor event management includes many moving parts which can sometimes feel like barely organized chaos. The key to maintaining order and safety is extensive preparation and having logistics nailed down tight.

In this cohort session, for organizations currently producing outdoor event programming, participants will work to refine their event planning into a clean blueprint to be used and updated every year.

This series of trainings will cover the various levels and requirements of health and safety, permitting, security, wayfinding signage, and weather planning. At the end of this training, participants will have an event logistics plan ready to implement for next year's programming.

Dawn Borchardt, Event Manager at the Salt Lake City Arts Council who oversees the Living Traditions Festival, will lead this session. She brings with her extensive experience in production management, logistics planning, and a love of community-center events.

Scenario Planning

Instructor: Jake McIntire

Dates: September 30, October 21, November 12

Time: 10:00 A.M. – Noon

Location: Mid-Valley Performing Arts Center

Scenario Planning

While we can't predict the future, organizations can take proactive steps to stay adaptable and prepared. Scenario planning is a strategic approach that helps organizations anticipate and navigate a range of possible futures, both opportunities and challenges.

In this session, participants will explore how to identify potential shifts in funding, leadership, and programming, and develop practical strategies to respond effectively. The workshop will also focus on engaging key stakeholders, including board members, staff, and community partners, to build shared understanding and readiness for change.

Over the course of three in-person sessions, participants will begin drafting tailored strategies to strengthen their organization's ability to adapt and respond to evolving circumstances.

Jake McIntire, Founder and Director of Union Creative Agency, will lead this session. He brings extensive experience in strategic planning, with a focus on meaningful stakeholder engagement and supporting nonprofits in capacity-building, organizational growth, and community impact.

FAQs

- **Is this a grant? Or will our organization receive additional funding for participating?**
 - There is no additional funding for participating in this program.
- **What if our organization is not selected to participate?**
 - The Impact Program offers other learning, training, and networking opportunities throughout the year, open to all community members. Please be sure to follow our social pages **@slcoZAP** and sign up for our newsletter to be the first to know about upcoming opportunities.
- **I still have more questions, who do I contact?**
 - Please feel free to reach out to Kelsey Ellis, Impact Program Manager at kmellis@saltlakecounty.gov with additional questions.