



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

July 15: Interest Form Opens for the final training cohort of the year.
Participants will be selected from the pool of completed submissions

July 31: Interest Form Closes

Mid-August: Participants will be notified of selection decisions

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/TPVGZNC>

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

Participants will be selected from the pool of completed submissions.

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.