



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

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### 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.

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### Timelines & Dates

**January 2026:** Interest Form released for the first three training cohorts of the year. Participants will be selected from the pool of completed submissions.

**January 5** Interest Form Opens

**February 6** Interest Form Closes

**February 13** Participants Notified

**May 2026:** A second Interest Form will open to welcome participants to apply to the remaining training cohorts of 2026.

## 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 of the trainings.
  - a. Ideally, the same organizational representative will attend all trainings. 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/VTXJJJ6>

### 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 January will be for the first three training cohorts of the year. Participants will be selected from the pool of completed submissions.

## Fundraising and Development Planning

**Instructor:** Amberlie Philips, Pathway Group  
**Dates:** March 11, April 1, April 22  
**Time:** 10:00 AM – Noon  
**Location:** Mid-Valley Performing Arts Center

This hands-on, practical course is designed for nonprofits ready to implement new and strengthen existing fundraising efforts. Participating organizations should come prepared to create a development plan that will be shared with organizational leadership (i.e, Board of Directors/Executive Director).

Across the three in-class sessions, you will assess your current fundraising strategies, identify up to three priority areas to expand or develop, and determine what is realistically achievable for your organization. Each participating organization will also get one-on-one consulting time with the session trainer to deeply discuss their specific efforts.

The session is led by Amberlie Phillips of Pathway Group, whose expertise and passion for fundraising are both deep and contagious. By the end of the class, your organization will have a written, foundational development plan that you can implement, refine, and grow throughout the years.

## Board Governance & Strategic Leadership

**Instructor:** Holly Yocom, Pathway Group  
**Dates:** March 18, April 8, April 29  
**Time:** 10:00 AM – Noon  
**Location:** Mid-Valley Performing Arts Center

This hands-on, practical class is designed for nonprofits seeking to enhance the effectiveness, engagement, and clarity of their board governance practices. To make the most of the session, participants should arrive with key information about their board, including its structure, committee makeup, meeting schedule, bylaws or governing documents, and current governance practices. Participants are also encouraged to secure advance buy-in from board leadership, as several activities will require reflection on leadership roles, expectations, and opportunities for improvement.

Throughout the session, you will deepen your understanding of the board's responsibilities in mission oversight, financial stewardship, legal compliance, and strategic direction. Working collaboratively, we will build a set of core governance practices ranging from effective communication methods to evaluation tools for both the board and executive leadership.

The session will be led by industry leader and governance expert Holly Yocom of Pathway Group. By the end of our time together, your organization will leave with a clearer framework for strengthening board governance and a set of actionable, ready-to-implement practices to support board effectiveness throughout the year.

## **Build Your Social Media Strategy**

**Instructor:** Josi Garfield, Branch Out Social

**Dates:** May 6, May 27, June 17

**Time:** 10:00 AM – Noon

**Location:** Mid-Valley Performing Arts Center

Most arts and culture and nonprofit organizations know they need a strong social media presence, but knowing where to start can feel impossible. This hands-on workshop series takes you from scattered posts to strategic content and you'll build your organization's complete social media strategy as you learn.

Across interactive sessions, you'll identify your key audiences, define content themes and messaging, and create a realistic, sustainable content plan—primarily focused on Instagram, Facebook, and LinkedIn. Each session blends instruction with working time so you can apply what you learn immediately, with opportunities to learn alongside peers from other ZAP organizations. Participating organizations also receive individual consulting time with Josi to discuss your specific social media challenges and goals. By the end of this series, your organization will have a completed strategy document that your team can implement immediately, creating a more cohesive, strategic, and effective social media presence.

Josi Garfield is the Founder and Director of Branch Out Social, a social media agency specializing in nonprofit organizations. Deeply engaged in Salt Lake City's nonprofit community, Josi has helped dozens of organizations develop and execute social media strategies that amplify their missions and expand their reach. With a degree in Public Relations and years of experience working exclusively with mission-driven organizations, Josi brings both strategic expertise and genuine passion for supporting the work of nonprofits.

**The three cohort trainings listed below will be offered between August and November 2026. A separate Interest Form will be released in May 2026 for those interested in these sessions.**

**Foundations of Nonprofit Financial Management**  
**Outdoor Event Management**  
**Scenario Planning**

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## 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](mailto:kmellis@saltlakecounty.gov) with additional questions.