

ZAP Tier I Organization
Attn: Executive Director

Dear Executive Director,

As you are aware the 2026 Tier I funding recommendations have been approved by the Salt Lake County (SLCo) Council, which includes your organization. This letter serves as official notification that your organization did not pass the Zoo, Arts & Parks program's (ZAP) Financial Health Test Assessment (FHT). Organizations that do not pass the financial health assessment tests must prepare a credible plan for restoring financial health and submit regular progress reports that demonstrate compliance with their plan. This plan will be used by the review committees to help assess if grantees are making progress towards improving financial health, as part of the overall grant review and assessment.

The Plan should contain specific and realistic:

- Assessment of the organization's financial issues.
- Definition of what financial health looks like for your organization, including financial targets.
- Plan for achieving the financial targets including a specific timeline for making progress toward and ultimately meeting financial targets.
- Timeline for meeting targets that demonstrate a best faith effort towards addressing financial health concerns while meeting overall program goals of your organization.
- Steps to achieve financial health specific enough that meaningful progress reports can be submitted no less than twice annually.
- Addressment of the items on the financial health assessment that the organization failed.

The circumstances of each organization may be varied and complex, thus such plans cannot be formulaic. It is anticipated that the plan may require negotiation to make it workable, although the County will have the final authority over what is an acceptable plan. If an organization is unable to develop an acceptable plan or is unable to comply with that plan, the County may choose to deny funding. The ZAP program acknowledges that making significant progress towards financial health may take multiple years to achieve, even under the best circumstances.

The plan can be considered a type of action or strategic plan that includes the following components:

1. Context/Background
2. Description of actions/changes the organization will implement
3. Expected results from actions/changes
4. Approximate dates actions will occur
5. Who is responsible for listed actions
6. Status (If off schedule to achieve action, please explain why and how this will be remedied.)

The planning document must be submitted 90 days after official notice of the review results of failing the FHT Assessment with a score >5. Funding will be withheld until the ZAP program receives and accepts the initial planning document. Once accepted, the ZAP program will require regular progress update reports every six months until one full application cycle after the organization passes the overall FHT Assessment in a future year.

Reporting Schedule Due Dates:

Initial Plan - March 6, 2026 (or earlier)

Progress Report - September 4, 2026

Final Report - March 5, 2027

Reports build upon and provide updates to the initial plan. It is ZAP's sincere desire that this process will serve to benefit your organization and help you to achieve financial stability. Your organization's FHT Checklist and the FHT Improvement Plan Guidelines can be found in your 2026 ZoomGrants application under the Document tab in the Administrative Documents section.

Please feel free to contact me if you have any questions regarding this requirement.

Sincerely,

Samantha Thermos

ZAP Program Director