These minutes are pending legislative approval and are subject to change until approved.

BOARD OF DAVIS COUNTY COMMISSIONERS MINUTES

Board of Davis County Commissioners - Work Session Minutes
Tuesday, May 19, 2026

The Board of Davis County Commissioners met for a scheduled meeting at 8:30 AM on May 19, 2026, in room 306 of the Davis County Administration Building, 61 South Main Street, Farmington, Utah. Required legal notice of this meeting was given.

All documents from this meeting are on file in the Davis County Clerk's Office. The agenda for this meeting is incorporated into the minutes as item headers.

Following the approved Davis County policy, artificial intelligence (AI) was utilized in the preliminary creation of these minutes. The final minutes were edited and completed by Davis County Clerk's Office staff.

ROLL CALL

Chair John Crofts
Vice Chair Bob Stevenson
Commissioner Lorene Kamalu
County Controller Scott Parke
Chief Deputy Civil Attorney Neal Geddes
Library Director Joshua Johnson
Library Chief Deputy Lynette Mills
Facilities Director Lane Rose
Community and Economic Development (CED) Director Kent Andersen
CED Tourism Deputy Director Jessica Merrill
Animal Care (AC) Director Michelle Hicks
AC Deputy Director Madison Leyba
AC Digital Communications Specialist Nicole Sommer
Information Systems Director Jeff Hassett
Human Resources and Risk Manager Director Shawn Choate
South Davis Recreation District Executive Director Tif Miller

AGENDA ITEM

1 8:30-9:03 AM
#2026-312. Presentation of the South Davis Recreation District Update - *recommended by John Crofts, Davis County Commission Chair, Commissioners' Office*

Tif Miller, South Davis Recreation District Executive Director, offered a detailed review of the South Davis Recreation District's 19th year of operation [see Attachment A]. The South Davis Recreation Center (SDRC) celebrated its anniversary with an America 250 promotion offering $2.50 off the entry fee. He reported an incredibly successful 2025 [see Attachment A4], highlighting a $573,000 increase in audited revenues, which was $74,000 higher than in 2024. The SDRC ended the year with 19,300 members, generating an additional $76,000 from annual pass sales alone. Participation surged, with the facility tracking 6,000 more unique visitors and over 32,500 participants across various programs. Tif outlined several costly but necessary completed capital projects, including installing new ice arena dasher boards, which required closing the ice for most of May, adding a new leisure pool filter, replastering the outdoor pool surface, replacing treadmills, and laying an anti-skid floor surface in the pool hallway locker rooms.

Looking at 2026 updates and events [see Attachment A5], Tif predicted that ice hockey will likely continue its climb in popularity, with several groups wanting access to the single ice sheet the facility has. He noted that daily admissions are mirroring the success of 2025. The year was not without its challenges, notably a nationwide security breach attempt targeting the Sportsman registration software; this incident forced a five-day suspension of all pass sales and credit card transactions during late February and early March. Furthermore, unexpected breakdowns of both the lap and leisure pool heaters forced the District to scrap a planned filter project to reallocate funds for immediate boiler repairs, ensuring the pools maintained their expected 82 to 86-degree temperatures.

Tif provided a detailed update on the upcoming summer schedule and ongoing community initiatives for the South Davis Recreation District [see Attachment A6]:

1. Summer Passes and Programs: Summer Pass sales are underway, offering a discounted rate for access from Memorial Day through Labor Day. Additionally, registration is currently open for summer swim lessons and various summer sports camps.
2. Events and Parades: The District successfully hosted the Splash and Sprint triathlon on May 9th with approximately 315 participants.
3. Future events include summer movie nights in June, July, and August, as well as participation in Fourth of July parades for Centerville and West Bountiful. On July 25th, they will participate in the Handcart Days parade and races in Bountiful.
4. America 250 Partnership: In collaboration with Bountiful City, the District is implementing an America 250 program. This initiative allows residents to earn points and prizes for participating in family activities throughout the summer, concluding with a triathlon on Labor Day, which falls on the 250th day of the year.
5. Administrative and Tournament Updates: The District board is currently seeking applications for an at-large member whose term expires in June; applicants must be residents of the District. Tif also noted the continued success of the Grizz Cup, a major Wasatch-wide hockey tournament held in January that serves as a significant revenue producer.
6. Future Collaboration: Tif emphasized that the district remains eager to find new ways to partner with the County on future expansions, events, and tourism opportunities.

Continuing the discussion on the programs offered by the District, Tif provided a deep dive into specific program metrics [see Attachment A7-15]:

1. Youth hockey is seeing unprecedented demand, forcing the facility to expand Sunday ice time until 10:00 PM to accommodate an increase in players. The learn-to-skate program has rebounded massively, logging 692 participants by April 2026, recovering from a two-month ice closure in early 2024 that was required due to participants' behavior. To capitalize on the hockey boom, they also added a specific learn-to-skate hockey component.
2. Youth soccer reached 827 registrants for the Fall season.
3. Flag football revenue increased by almost $20,000.00 in one year with only a minor fee adjustment, prompting the addition of a kindergarten instructional league.
4. Though youth volleyball has not seen the growth that flag football and soccer have, the program continues to grow.
5. Youth baseball has the highest competition among nearby cities with their own programs, so while it continues to grow, it is not a very large program.
6. The massive Junior Jazz basketball program hosted nearly 2,400 participants. Commissioner Stevenson asked if the Utah Jazz going competitive would affect their basketball program. Tif said their biggest concern with basketball is finding adequate gym space in local schools, and expressed only mild concern about the Utah Jazz's expansion into competitive third-grade basketball impacting their recreational numbers. Commissioner Kamalu asked if there is any fee for using the Jazz logo and officially working with them, to which Tif explained that the only additional fee is for a jersey and Jazz game attendance.
7. Tif expressed the importance of people being confident swimmers and noted that the registration numbers are looking good for their summer swim lessons.
8. Summer programming is also thriving, with summer camps remaining highly popular and the youth pickleball camp impressively coming within $200.00 of breaking even, despite a recent fee increase.

[23:00] Tif discussed potential facility improvements [see Attachment A16], including adding much-needed restrooms to the upper fitness levels, closer access doors to the pool, and possibly building a 25-meter outdoor pool that could be enclosed during winter months. This led to a lengthy hypothetical discussion with Commissioner Stevenson regarding a 50-meter pool that the Davis School District had entertained building. Tif explained that while the school district had previously abandoned plans to build the pool upon finding out that it would cost roughly $50 million, there were ongoing conversations about potential expansions with their local partnerships. Commissioner Stevenson asked if the recreation district would hypothetically accept a $25 million upfront investment from the school district to co-build a centralized County pool. Tif responded that while they would appreciate the extra pool space, building a massive facility on their current site would create severe parking shortages. Furthermore, Tif expressed concern that a single, centralized pool in a location like Layton would place an unfair travel burden on parents driving from cities further away.

Commissioner Crofts praised Tif for keeping the 180,000-square-foot facility clean and well-run, while Commissioner Kamalu commended his team for finding the perfect "sweet spot" in balancing fees and revenues. Tif remarked that changes in how they budget have also helped. Kent Andersen, CED Director, asked Tif if he believes the community would rather have an additional pool or ice sheet, to which Tif responded that he expects it'd be about 50/50.

2 9:03-9:57 AM
#2026-509. Discussion of Various Budget-Related Items and/or Requests - *recommended by Scott Parke, County Controller, Controller's Office*

[34:22] Scott Parke, County Controller, provided a budget recap, reminding the Commission that the County began the year facing a $6 million budget shortfall and successfully cut $2 million in February. The newly implemented early retirement incentive cost the County just over $1.5 million and was accepted by 36 employees, and will ultimately save the County between $700,000 and $1 million annually, depending on whether the replacement employees are hired at the first quartile or the midpoint of their pay ranges, resulting in a break-even period of 1.7 to 2.3 years. However, Controller Parke issued a firm warning to the Commission, emphasizing that despite these savings, the County is still facing a $3 million shortfall. He asked the Commission to keep that in mind when listening to the following budget proposals made by the Library, Facilities, and Animal Care Departments. He assured them that a balanced budget would be presented to them for 2027.

[36:37] Josh Johnson, Library Director, presented a comprehensive Library reorganization plan[see Attachment B]. The goal of this plan is to [see Attachment B2-4]:

1. Focus on Patron Experience
2. Further Streamline Staffing
3. Reduce Budgetary Impact
4. Test an Additional Location

Utilizing detailed quarterly extrapolation data, Director Johnson revealed that 92% of patron interactions take five minutes or less, usually involving quick tasks like picking up holds or asking for basic book recommendations [see Attachment B6]. To address this, the Library will combine its reference and circulation desks into a single front-facing service point [see Attachment 7-8]. Employees will staff this single desk, cross-trained to handle the vast majority of requests instantly, while patrons with complex inquiries—such as tracking down a vaguely remembered book from decades ago—can be directed to a specialized reference librarian. This shift allows 60 employees to take on more meaningful work and frees supervisors to spend more time on staff training [see Attachment B9-14].

Director Johnson also provided insight into the County's lean Library operational model, noting that, unlike some systems, it does not require all librarians to hold a master's degree. Instead, they have relied on a cost-saving model for decades where only branch managers hold professional degrees and train paraprofessional staff in hard skills. By implementing the new single-desk model, the Library can permanently relinquish 10 currently vacant part-time clerk positions, reducing the total full-time equivalent (FTE) positions from 84 to 79.2. Director Johnson outlined that this reduction will create roughly $105,000.00 in budget savings [see Attachment B15-16]. Jeff Hassett, Information Systems (IS) Director, asked Director Johnson if these are budgeted savings, rather than immediate expenditure reductions, and Director Johnson clarified that it's a little bit of both; some of the money will be saved immediately, and some will be reallocated elsewhere. Controller Parke noted that these savings will allow the Library to offer more services for the same price. Commissioner Kamalu enthusiastically supported the changes, praising the County's Library as a heavily utilized "gem" in the state of Utah. Controller Parke added that this would not involve a change in the County's budget and confirmed with Shawn Choate, Human Resources (HR) Director, that the HR Department had already reviewed the requested changes. Director Johnson ended by extending deep gratitude to Tony Summers in HR, who has worked extensively with the Library Department on the proposal.

[56:55] Director Rose subsequently presented three operational updates for the Facilities Department:

1. He requested an $18,000.00 budget to remodel the Facilities' suite to accommodate the Real Property and Asset Manager position that is transferring from the CED Department [see Attachment C]. He detailed that the remodel will convert an open area—which historically served as a central purchasing store filled with cubbyholes—into enclosed, professional offices with glass walls facing the hallway. Director Rose said that, not only would this help accommodate the current Facilities Department, but it would also be a better fit if another Department were to move into the suite. Controller Parke

confirmed that the County can fund this $18,000.00 capital project using one-time payroll savings generated by the position's current vacancy, meaning no new budget appropriations are required.
2. Alongside the physical move, Director Rose requested to reclassify the position from a GIS Specialist at a grade 22 to a Commercial Asset Manager at a grade 24, mandating four years of commercial real estate experience instead of two [see Attachment D]. Controller Parke clarified that the grade bump would still save the County a maximum of $22,000.00 annually, because the previous employee had been at the top of their pay scale for a long time. Commissioner Crofts noted that Director Andersen also supports the change. Commissioner Kamalu strongly endorsed the change, echoing sentiments from the Attorney's Office that the County needs high-level commercial expertise to avoid being taken advantage of in real estate dealings.
3. Director Rose announced the retirement of Nancy, a part-time merited custodian who served the County for 25 years. Neal Geddes, Chief Deputy Civil Attorney, expressed sorrow at losing a coworker he had enjoyed working with and who he trusted. Director Rose remarked that Nancy was entirely unaware she had earned a pension until the retirement process was started. Rather than hiring a direct replacement, Director Rose proposed utilizing background-checked contract services, which is projected to save the County $20,000.00 annually. While Commissioner Kamalu expressed concern about losing a trusted, familiar face in sensitive office areas, Director Rose assured the Commission that three full-time, in-house custodians would remain available to handle deep cleaning in highly sensitive spaces, when necessary.

Commissioner Crofts confirmed that all three Commissioners are in agreement with Director Rose's proposed changes. Controller Parke noted that Troy Rawlings, County Attorney, also wanted to present an item, though was not present. He stated that if he joins the meeting, the item would be presented at that time.

#2026-525. Request for FTE Digital Communications Specialist - *recommended by Michelle Hicks, Director, Animal Care, Animal Care*

[1:07:15] Michelle Hicks, Animal Care Director, introduced Nic, who has completed a 19-hour-per-week trial role as a Digital Communications Specialist for the Animal Shelter. Director Hicks said that Nic had surpassed not only her expectations, but those of Madison Leyba, Animal Care Deputy Director, and Nic's supervisor. Nic then detailed the significant progress achieved during her time in the role [see Attachment E], noting that her two years of dedicated service as a shelter foster mentor after relocating from Florida provided her with a deep foundational knowledge of the shelter's operations. Nic brings extensive institutional knowledge to her social media strategy. Comparing metrics from January 1 to May 15 against the same period the prior year [see Attachment E5], she reported that Facebook reach and views skyrocketed by over 100%, and total interactions jumped from 24,000 to 43,000. Posting to the main feed two to three times daily and utilizing stories up to eight times daily, her short-form videos successfully showcased animal personalities and behind-the-scenes staff operations in ways static photos never could.

Nic reported that this massive surge in community engagement directly impacted the shelter's core mission [see Attachment E6-12]. The average length of stay for an animal dropped from 16.5 days to just 11.2 days, due to increased efforts from staff, volunteers, and the community. To demonstrate social's specific impact, Nic promoted a sample of 50 animals, who then found homes in an average of only nine days. Nic highlighted incredible success stories, such as King, a dog who sat in the shelter for 50 days but was adopted just one day after she posted his video, and Fred, a rescue transfer who spent years bouncing between shelters before finding a home in just seven days after being highlighted on social media. Fred's quick adoption was heavily aided by Nic's initiative to partner and cross-promote with South Salt Lake City Animal Services, expanding their content reach to an astounding 2 million people. The improved online presence also dramatically boosted staff morale, improved the public perception of Animal Care officers, increased donations via direct links and an Amazon wishlist, and fostered positive relationships with neighboring cities and local businesses. As an example, the Communications Director of North Salt Lake specifically reached out to praise Nic's comprehensive event coverage of a local dog park opening, which their own department wasn't able to report on as in-depth.

The Animal Care team proposed converting Nic's role to full-time so she can continue to expand Animal Care visibility, strengthen trust, improve consistency, support staff relations, and give other staff the time to complete their specific roles. Specifically, the added hours will enable Nic to produce more video content and execute a desperately needed website overhaul to fix broken links and outdated information. The new full-time position, along with a reinstated part-time shelter attendant role, will be funded by temporarily reallocating the money from a vacant veterinarian position. The shelter plans to continue using contract veterinarians until their new building is finished, at which point they will reassess the budget and hiring an in-

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house veterinarian. Commissioner Stevenson backed the full-time role, pointing to the massive cultural shift surrounding pets, noting the pet industry reached $158 billion in 2025 and is projected to hit $165 billion in 2026, with 53% of households now owning at least one pet, claiming it is now realistically "the way of life." Commissioner Crofts concluded that while he's reticent concerning the proposal, the Commission would "go with that" because of Commissioner Kamalu and Commissioner Stevenson's support. Controller Parke added that there would be no budget adjustments at this time, though it would need to be addressed in the future, when the new shelter is done.

MEETING ADJOURNED

The meeting adjourned at 09:57 AM.

ATTACHMENTS

All publicly distributed materials associated with this meeting are noted as the following attachments:

1. A1-17: South Davis Recreation District
2. B1-17: Library Staff Reconfiguration - Overview & Explanation
3. C1: Facilities Suite Plan
4. D1: GIS Specialist Property Manager
5. E:1-15: 5 Month Review - Digital Comms Specialist

Minutes Prepared by:
Solana Guest
Deputy Clerk

Minutes Approved on:
06/02/2026

Brian McKenzie (Jun 2, 2026 14:05:30 MDT)

Brian McKenzie
Davis County Clerk

John Crofts (Jun 2, 2026 12:40:46 MDT)

John V. Crofts
Commission Chair

STATE OF UTAH DAVIS COUNTY


SOUTH DAVIS
Recreation District
District Update
5/19/2026

THE SOUTH DAVIS RECREATION DISTRICT

The South Davis Recreation District is currently in the 19th year of operating the South Davis Recreation Center and all of our programs. We are currently wrapping up our 2025 financials, and everything is pointing to another successful year. Revenues continue to increase, program participation amongst the majority of our programs increased or stayed around the same level. The facility is aging so we continue to see larger expenses on Capital Projects each year as we work to maintain and update the facility. Discussions on future projects are still on going, but the District is going strong, and we look forward to serving our community and it's residents for years to come!

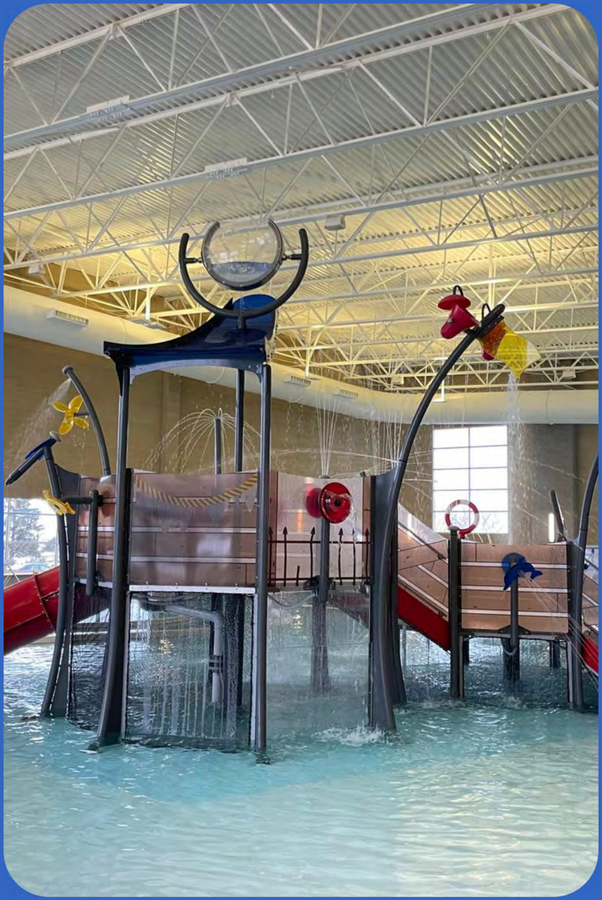
PRESENTATION TOPICS

- SDRC 2025 IN REVIEW
- SDRC 2026 UPDATES
- WORKING WITH DAVIS COUNTY
- PROGRAM UPDATES
- DISTRICT FUTURE

2025 IN REVIEW

THE DISTRICT SAW A LOT OF HIGHLIGHTS IN 2025:

- AMORTIZED ANNUAL PASS REVENUES WITH SIGNIFICANT INCREASE; $76,000 COMPARED TO 2024
- 6,000 MORE VISITORS IN 2025 THAN 2024
- OVER 32,500 PARTICIPANTS IN PROGRAMS; DOES NOT INCLUDE FITNESS CLASSES OR DAILY ADMISSIONS
- OVER 19,300 MEMBERS AS OF 12/31/2025
- AUDITED FINANCIAL REVENUES OF $573,000 IN 2025; $74,000 HIGHER THAN 2024
- COMPLETED CAPTIAL PROJECTS ON ICE ARENA DASHER BOARDS, INSTALLED NEW LEISURE POOL FILTER, REPLASTERED OUTDOOR POOL SURFACE, REPLACED TREADMILLS AND RESURFACED POOL HALLWAY/LOCKER ROOM FLOORS
- SEEING A HUGE DEMAND IN HOCKEY AND ICE RENTALS LEADING TO INCREASED REVENUES



2026 UPDATE AND EVENTS

- HOSTED OUR 19TH ANNIVERSAY CELEBRATION THURSDAY 4/23/26 WHERE PATRONS HAD THE ABILITY RECEIVE $2.50 OFF OF DAILY ADMISSION, ENJOY SOME TREATS, AND HAD THE CHANCE TO RECEIVE DISCOUNTS AND WIN 23 DIFFERENT PRIZES
- CURRENT 2026 ADMISSIONS NUMBERS ARE MIRRORING NUMBERS FROM 2025 AT THIS POINT, WITH MOST RECENT NUMBERS TRENDING UPWARD
- OUR REGISTRATION SOFTWARE WAS DOWN (NATIONWIDE) FOR 5-6 DAYS IN END OF FEBRUARY AND EARLY MARCH WHICH AFFECTED OUR SALES COMPARED YEARS PAST, AND THE ABILITY TO COMPLETELY TRACK OUR PARTICIPATIOS NUMBERS.
- HAVE HAD TO REPLACE POOL HEATERS FOR THE BOTH THE LEISURE POOL AND LAP POOL
- UPCOMING EVENTS AND IMPORTANT DATES
  - SUMMER PASS SALES STARTED - MAY 1ST
  - SUMMER SWIM LESSON REGISTRATION - MAY 4TH
  - SPLASH N SPRINT TRIATHLON - MAY 9TH
  - SUMMER MOVIE NIGHTS - JUNE 13TH
  - 4TH OF JULY PARADES

WORKING WITH DAVIS COUNTY

CHANGE IN ELECTION OF AT LARGE BOARD MEMBERS

IN 2024, THE SOUTH DAVIS RECREATION DISTRICT BOARD TOOK ON THE TASK OF RECEIVING APPLICATIONS AND SELECTING TWO AT LARGE MEMBERS OF THE BOARD. AT LARGE APPLICANTS MUST BE RESIDENTS OF

GRIZZ CUP

OVER 5 YEARS AGO, THE COUNTY AND THE SDRD WORKED TOGETHER TO COORDINATE THE RENTAL OF OUR ICE ARENA TO WELCOME THE GRIZZ CUP. THE TOURNAMENT WHICH SPANS RINKS ACROSS THE STATE HAS BEEN A GREAT

FUTURE OPPORTUNITIES

THE DISTRICT IS LOOKING FORWARD TO FUTURE WAYS THAT WE CAN PARTNER WITH THE COUNTY FOR EVENTS, EXPANSION, TOURISM OPPORTUNITIES, ETC... WE ARE STILL LOOKING AT WHAT FUTURE

PROGRAMS

OUR PROGRAM PARTICIPATION HAS CONTINUED TO GROW OVER THE YEARS, AND OUR 3 YEAR TREND SHOWS THAT 2025 SAW ALMOST 2000 OR MORE PARTICIPANTS THAN EACH OF THE PREVIOUS TWO YEARS. WE PROVIDE MANY OPPORTUNITIES FOR OUR COMMUNITY AND NUMBERS ARE CONTINUING A POSITIVE UPWARD TREND. 2026 IS ALREADY SEEING GREAT PARTICIPATION NUMBERS AS WELL. THE FOLLOWING SLIDES WILL HIGHLIGHT SOME OF OUR PROGRAMS.

2023

30,650 PROGRAM PARTICIPANTS

2024

30,250 PROGRAM PARTICIPANTS

2025

32,500 PROGRAM PARTICIPANTS

YOUTH SOCCER

Youth Soccer Revenue 2024

$79,501

Youth Soccer Revenue 2025

$97,180

Youth Soccer Registrants

2024: 1432

2025: 1613

Youth Soccer Registrants 2026 to Date

827

YOUTH FLAG FOOTBALL

Youth Flag Football Revenue 2024

$80,478

Youth Flag Football Revenue 2025

$99,189

Youth Flag Football Registrants

2024: 891

2025: 1089

Youth Flag Football Registrants 2026 to Date

591

YOUTH VOLLEYBALL

Youth Volleyball Revenue 2024

$32,840

Youth Volleyball Revenue 2025

$36,560

Youth Volleyball Registrants

2024: 489

2025: 535

Youth Volleyball Registrants 2026 to Date

281

YOUTH BASEBALL

Youth Baseball Revenue 2024

$31,920

Youth Baseball Revenue 2025

$38,539

Youth Baseball Registrants

2024: 531

2025: 577

Youth Baseball Registrants 2026 to Date

634

LEARN TO SKATE*

Learn to Skate Revenue 2024

$45,341

Learn to Skate Revenue 2025

$62,659

Learn to Skate Registrants

2024: 582

2025: 946

Learn to Skate Registrants 2026 to Date

692

JR. JAZZ

Youth Jr. Jazz Revenue 2024

$182,411

Youth Jr. Jazz Revenue 2025

$188,881

Youth Jr. Jazz Registrants

2024: 2087

2025: 2378

SWIMMING LESSONS

Swimming Lesson Revenue 2024

$199,082

Swimming Lesson Revenue 2025

$216,470

Swimming Lesson Registrants

2024: 4632

2025: 4731

Swimming Lesson Registrants 2026 to Date

1285

SUMMER CAMPS

Summer Camp Revenue 2024

$28,203

Summer Camp Revenue 2025

$43,350*

Summer Camp Registrants

2024: 554

2025: 639

Summer Camp Registrants 2026 to Date

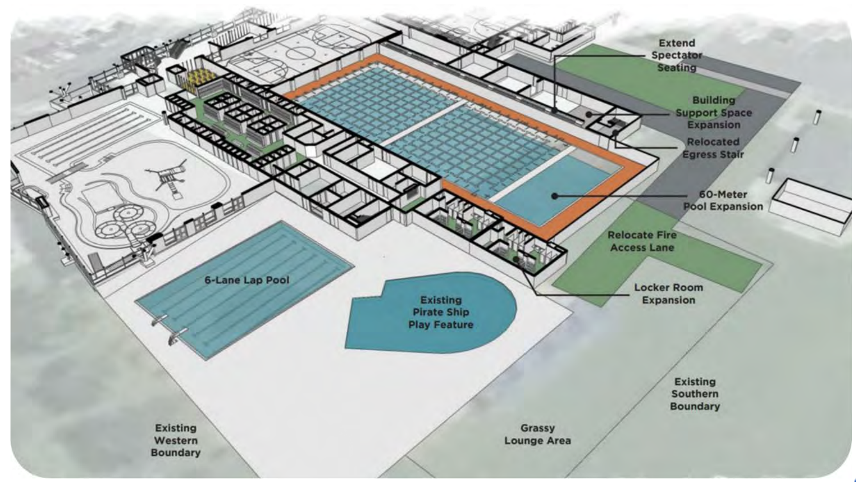
287

FUTURE IMPROVEMENTS

We are still looking to the future for possible facility improvements, though nothing has been budgeted for at this this time. Our final payment for the GO Bond on the South Davis Recreation Center was paid in January, so in 2026, no taxes will be collected for a bond levy, but the subsidy still exists.

We continue to discuss the possibility of a lap pool expansion, locker room remodel/improvements, an additional outdoor lap pool area, bathrooms for the second floor of the fitness area, and a new Member/ADA entrance.

Outside of those discussions, we will continue to have Capital Projects each year, with some projects this year consisting of the aforementioned pool heaters, fitness equipment and for next year, resurfacing the parking lot.



SOUTH DAVIS
Recreation District

THANK YOU FOR YOUR TIME!

ANY QUESTIONS?

SERVICE MODEL UPDATE & STAFFING REORGANIZATION

Davis County Library

MAY 2026

GOALS & OUTCOMES

01 FOCUS ON PATRON EXPERIENCE

Create a single-service-point library model with greater focus on quality patron experience.

02 FURTHER STREAMLINE STAFFING

Foster time-sensitive, high-quality public interactions, streamline staff hierarchy, better use staff time, and improve staff engagement.

03 REDUCE BUDGETARY IMPACT

Net reduction in Library's overall annual personnel costs & total FTE.

04 TEST AN ADDITIONAL LOCATION

Test fit a new "micro" location in North Salt Lake as part of the Bountiful Branch Renovation project.

GOALS & OUTCOMES

Reorganizing library staff is about moving from a goal of "good service" to support a more relevant and sustainable "meaningful experiences" model.

90% PATRONS SERVED AS THEY ENTER THE BUILDING

60 POSITIONS ASSIGNED MORE MEANINGFUL WORK

23 POSITIONS PIVOT TO BETTER CARRY THE ASSIGNED WORKLOAD

21 HOURS DEDICATED WEEKLY TO CORE STAFF TRAINING

14 HOURS DEDICATED WEEKLY TO SPECIALTY TRAINING

Reduced personnel and costs are simply a byproduct.

GOALS & OUTCOMES

The byproduct is significant, however.

$105k	ESTIMATED ANNUAL REDUCTION IN PERSONNEL COSTS
4.8	OVERALL FTE REDUCTION IN LIBRARY STAFF
10	PART TIME POSITIONS RELINQUISHED BY LIBRARY
1	NEW LIBRARY LOCATION TESTED FOR VIABILITY
0	REDUCED HOURS OF OPERATION AT LIBRARY LOCATIONS

TIMELINE

	PHASE I	PHASE II	PHASE III
VIABILITY TESTING	Offsite Locations		
RELINQUISH POSITIONS		(4) Library Clerks	(6) Library Clerks
RECLASS POSITIONS		(7) Circulation Supervisors (21) Office Specialists	
TRAINING & TRANSITION		(7) Circulation Supervisors (21) Office Specialists; (up to 32) Library Clerks	Remaining Clerks
INTERNAL INTERVIEWS		(up to 32) Library Clerks	Remaining Clerks

Request Memo

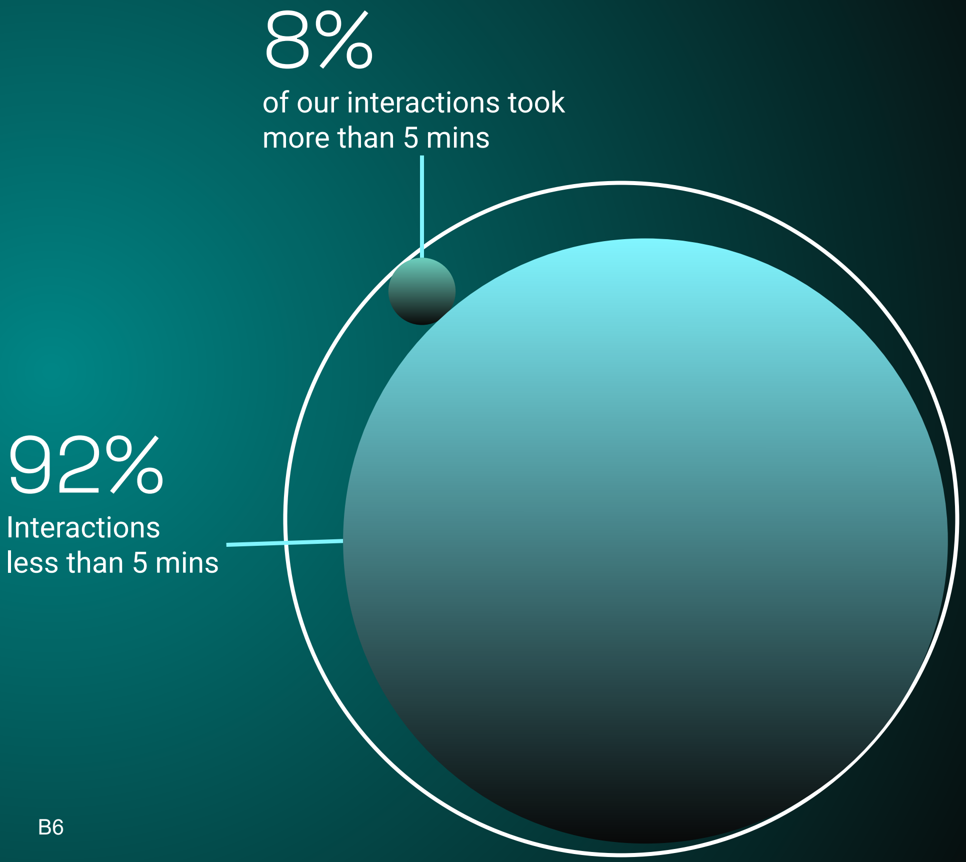
SERVICE MODEL DATA

REFERENCE QUESTIONS

The Library records week-long snapshots each quarter and extrapolates the data as part of annual statistical reporting to the Utah State Library.

Based on the snapshot from December 18, 2025:

1729	Interactions Recorded
1,207	2 minutes or less
398	3-5 minutes
79	5-10 minutes
45	exceeded 10 minutes.



Request Memo

SERVICE MODEL - CURRENT

Shift leads help manage basic workflow at each service desk.

REFERENCE DESK

Library Assistant

Associate Librarian

CIRCULATION DESK

Office Specialist

Library Clerk

Library Clerk

SERVICE MODEL - ~~CURRENT~~ Proposed

as a unified service

Shift leads help manage basic workflow ~~at each service desk.~~

Backup Desk

~~REFERENCE DESK~~

- Library Assistant
- Associate Librarian

Front Desk

~~CIRCULATION DESK~~

- ~~Office Specialist~~
- Library Assistan +
- Library Assistan +

STAFFING BRANCH MANAGERS

Our large library system serves a large population with mid-sized staffing and revenues.

One key reason we can do this is because we leverage our Branch Managers to support lean staffing.

Our Branch Managers act as the only professionally degreed librarian at each location, managing mostly part-time paraprofessionals to ensure professional public service.

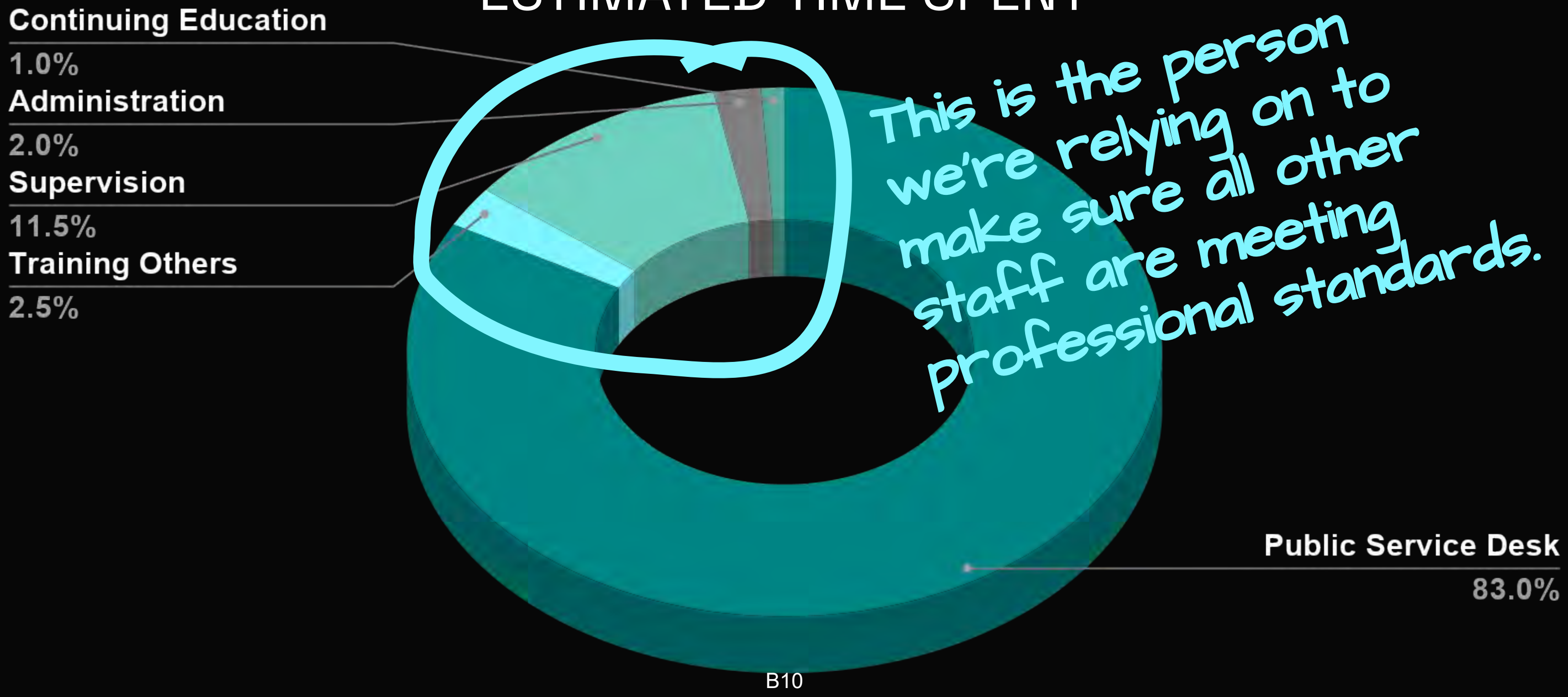
We remove the masters requirement for librarian positions, relying on the Branch manager for training, support, and leadership at each location.

Request Memo

STAFFING BRANCH MANAGERS

CURRENT

ESTIMATED TIME SPENT

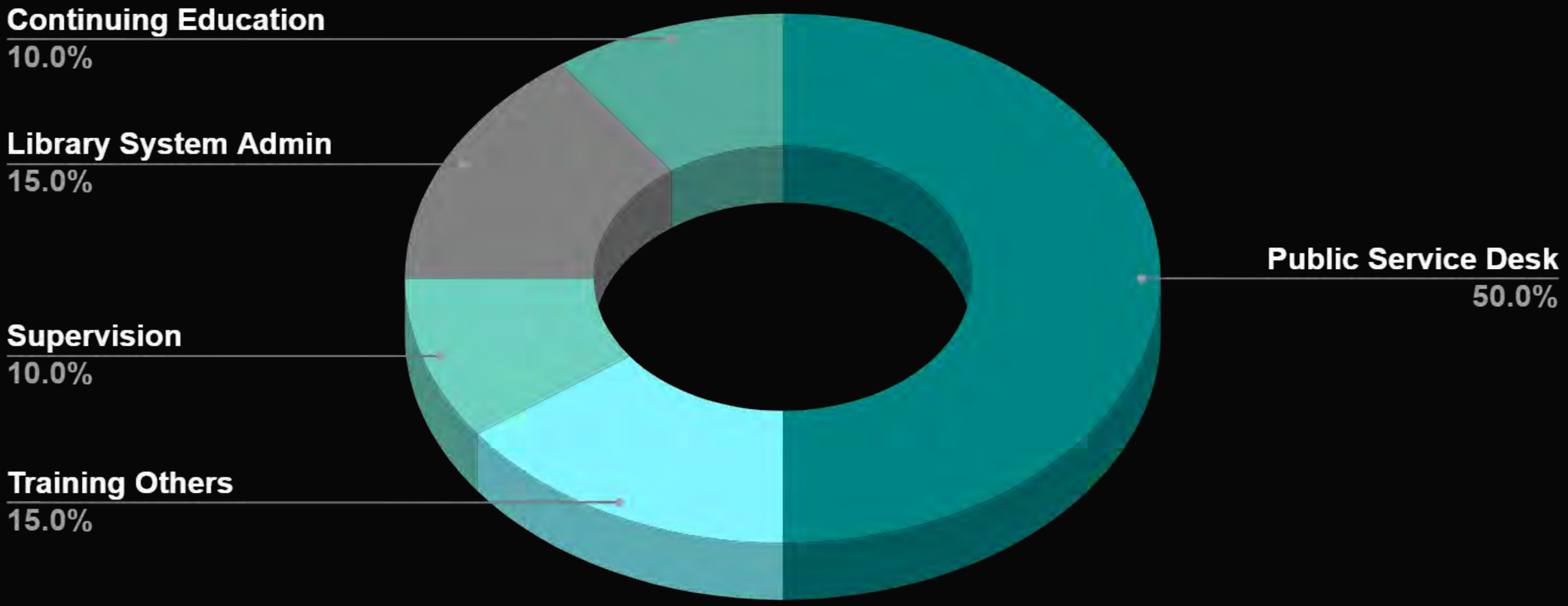


This is the person we're relying on to make sure all other staff are meeting professional standards.

STAFFING BRANCH MANAGERS

Proposed ~~CURRENT~~

ESTIMATED TIME SPENT

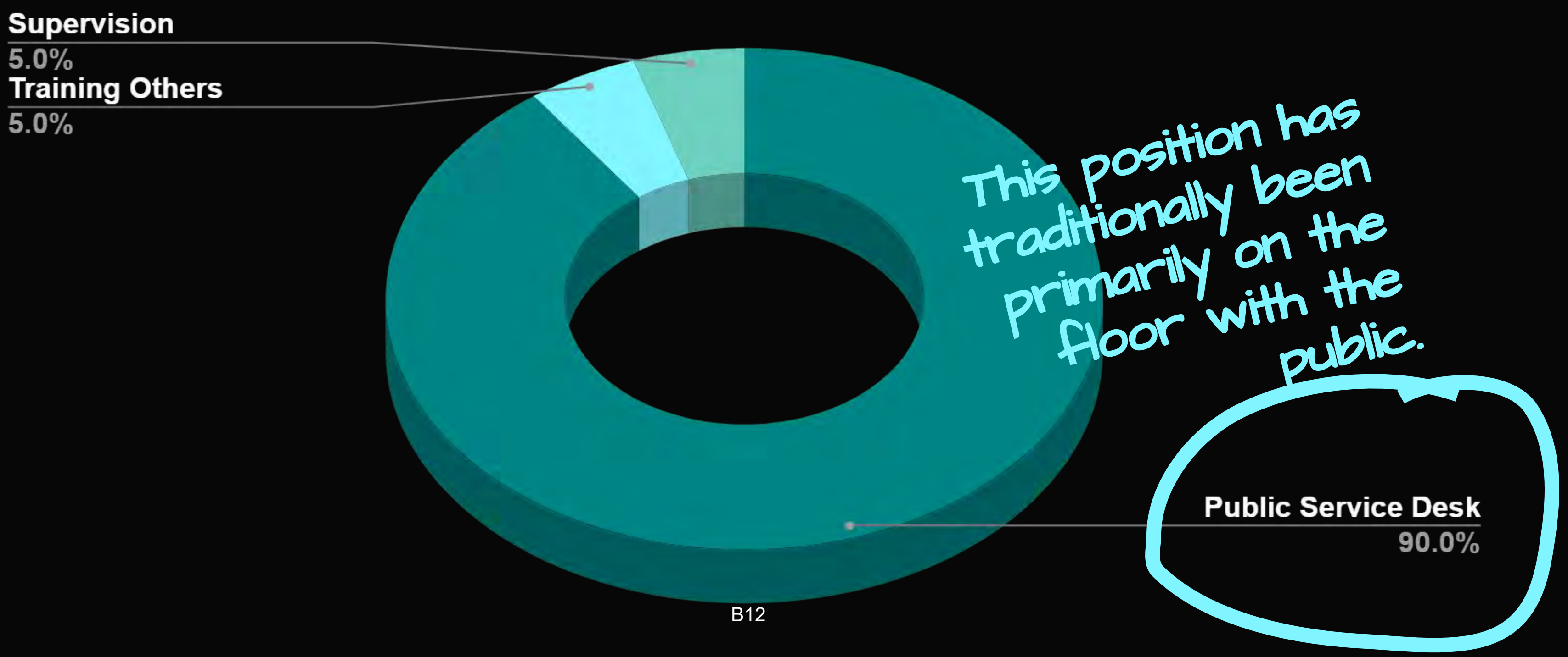


B11

STAFFING CIRCULATION SUPERVISORS

CURRENT

ESTIMATED TIME SPENT

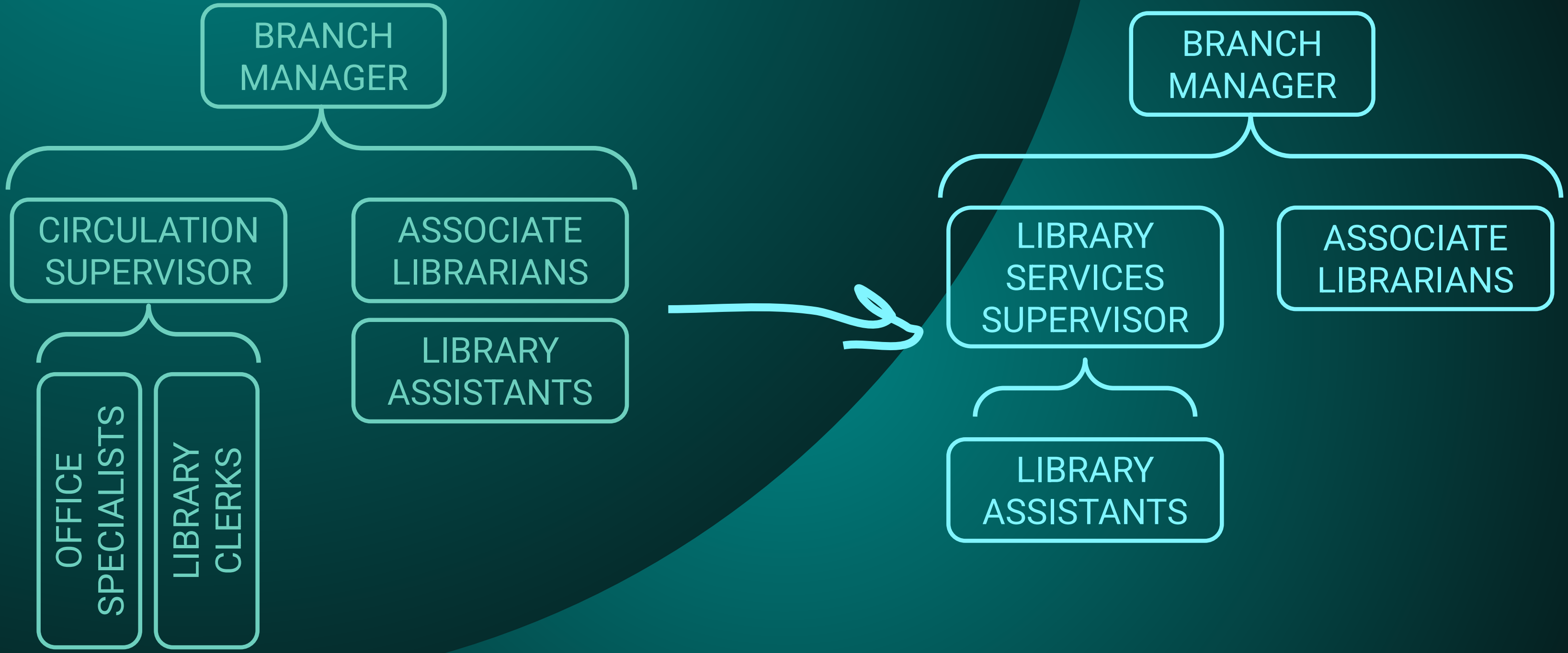


STAFFING ~~CIRCULATION SUPERVISORS~~ Library Services Supervisor

Proposed ~~CURRENT~~ ESTIMATED TIME SPENT

Proposed changes keeps this position primarily serving the public, while also supporting staff and Branch Manager.

STAFFING STAFF ORGANIZATION



FISCAL “LEDGER”

Financial Detail

PHASE	DESCRIPTION OF BUDGET CHANGES	“DEBIT”	“CREDIT”	BALANCE
Phase II Jun - Jul 2026	Relinquish (4) Clerk positions		$ 75,858	$ 75,858
	Reclassify (7) Circ Supervisors as Library Services Supervisors	$ 19,313		$ 56,544
	Reclassify (8) Office Specialists (II) as Library Assistants	$ 0.00		$ 56,544
	Reclassify (13) Office Specialists (I) as Library Assistants	$ 9,435.90		$ 47,108
Phase II End				**$ 47,108**
Phase III Aug 2026 - Mid 2027	Relinquish (6) Clerk positions		$ 113,787	$ 160,895
	Reclassify (32) Library Clerks as Library Assistants	$ 55,748		$ 105,148
			Phase III End	**$ 105,148**

Request Memo

FTE PROJECTION

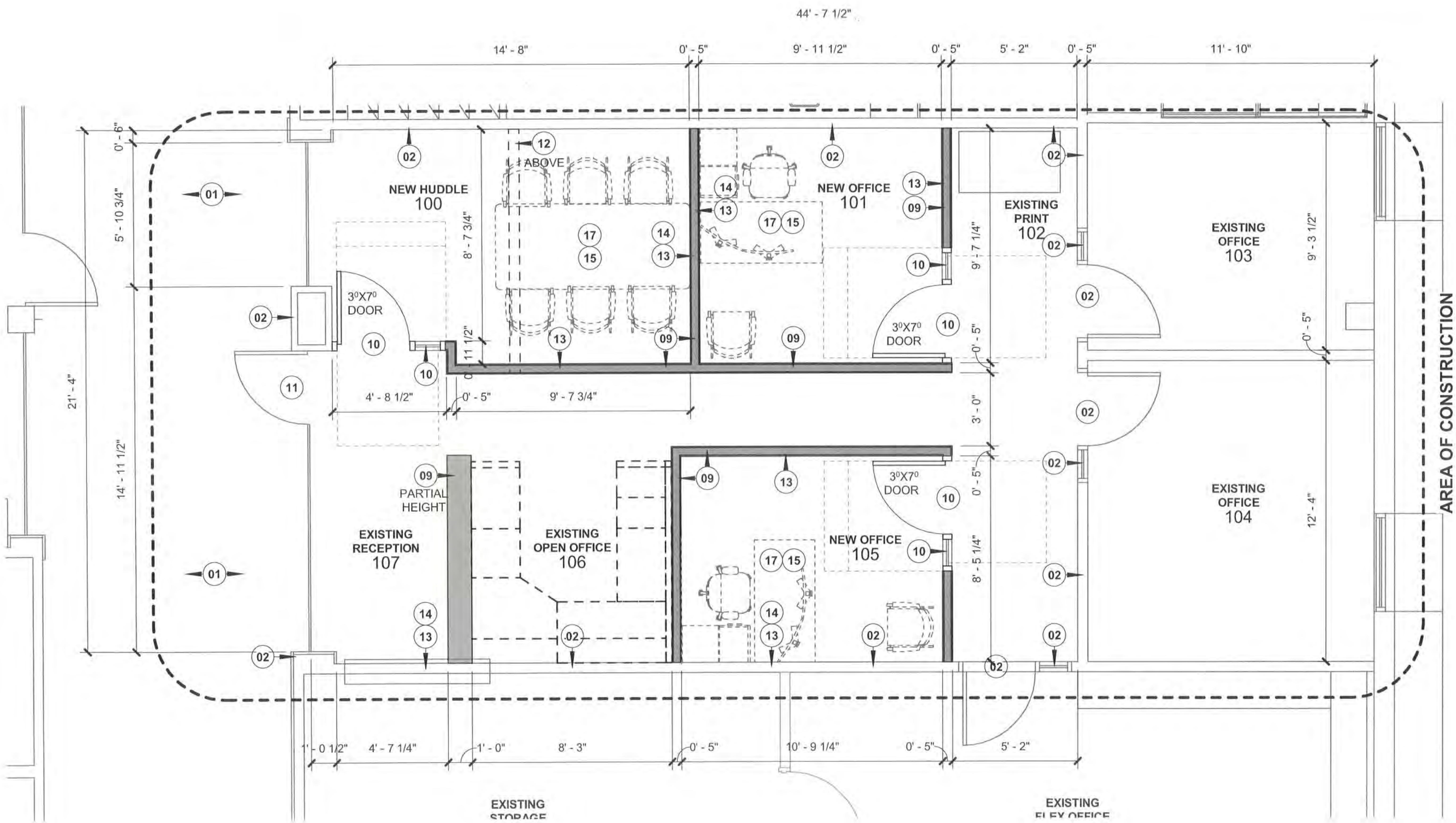
More Detail

PHASE	DESCRIPTION OF BUDGET CHANGES	FTE REDUCTION	PROJECTED FTE
	Current FTE		84.00
Phase II	Relinquish (4) Clerk positions	1.92	82.08
Phase III	Relinquish (6) Clerk positions	2.88	79.20
		END	**79.20**

Request Memo

QUESTIONS ?

C1


44' - 7 1/2"
14' - 8"
0' - 5"
9' - 11 1/2"
0' - 5"
5' - 2"
0' - 5"
11' - 10"
NEW HUDDLE
100
12
ABOVE
NEW OFFICE
101
EXISTING
PRINT
102
EXISTING
OFFICE
103
EXISTING
OFFICE
104
NEW OFFICE
105
EXISTING
OPEN OFFICE
106
EXISTING
RECEPTION
107
PARTIAL
HEIGHT
3⁰X7⁰
DOOR
AREA OF CONSTRUCTION
0' - 6"
5' - 10 3/4"
21' - 4"
14' - 11 1/2"
8' - 7 3/4"
11 1/2"
4' - 8 1/2"
0' - 5"
9' - 7 3/4"
9' - 7 1/4"
0' - 5"
3' - 0"
0' - 5"
8' - 5 1/4"
9' - 3 1/2"
0' - 5"
12' - 4"
1' - 0 1/2"
4' - 7 1/4"
1' - 0"
8' - 3"
0' - 5"
10' - 9 1/4"
0' - 5"
5' - 2"
EXISTING
STORAGE
EXISTING
FLEX OFFICE

	Currently budgeted for 2026 (Tony Thompson)	Grade 24 @ 1st Quartile prorated for 7 mths	Savings in 2026	Annual impact going forward	Notes
Salary	$102,987.51	$49,540.65	-$53,446.87	$84,926.82	**If hired at the 1st quartile of grade 24**
Benefits	$47,597.87	$25,072.25	-$22,525.62	$42,981.00	
Total	**$150,585.38**	**$74,612.90**	**-$75,972.49**	**$127,907.82**	Savings going forward $22,677.56

	Currently budgeted for 2026 (Tony Thompson)	Grade 24 @ MIDPOINT prorated for 7 mths	Savings in 2026	Annual impact going forward	Notes
Salary	$102,987.51	$55,423.08	-$47,564.43	$95,011.00	**If hired at the MIDPOINT of grade 24**
Benefits	$47,597.87	$26,580.17	-$21,017.70	$45,566.00	
Total	**$150,585.38**	**$82,003.25**	**-$68,582.13**	**$140,577.00**	Savings going forward $10,008.38

No savings if the new incumbent is hired at >= $102,987.5 (Tony's salary)

5 Month Review
Digital Communications Specialist

Nicole Sommer - 05/19/26

Agenda

Position Objectives

- **Manage social media** engagement and community communication
- **Create daily content** highlighting animals, adoptions, shelter events, and staff
- Increase animal visibility and **reduce length of stay** in shelter care
- Maintain a **data-driven, trend-aware** social media strategy
- Improve **public perception, trust, and transparency**
- Support **community partnerships** and showcase a professional, welcoming operation
- Strengthen **donation** outreach and **foster/volunteer** recruitment
- **Design, refine, and standardize** public-facing and internal resources, including printed materials and organization **webpages**
- Interactive **in-person promotions**
- **Reduce workload** from other departments through dedicated communications support

Added Value For This Role

- Foster and Volunteer since Summer 2024
- Developed a strong understanding of animal care, fostering, shelter operations, staff, and programs, which led to me becoming a Foster Mentor supporting fosters with shelter protocols and animal care guidance
- Helped create foster resources including FAQs, general guidelines, mentor handbook, adoption process, updated shelter signage, etc.
- Invested in personal professional equipment to create content dedicated to promoting my foster animals from the shelter
- I chose this shelter and became passionate about educating and spreading awareness to encourage others to choose it too

Social Media Overview

01/01/26 - 05/15/26
Reach
1.5M ↑ 109%

01/01/25 - 05/15/25
Reach
720k

01/01/26 - 05/15/26
Views
2.7M ↑ 115%

01/01/25 - 05/15/25
Views
1.8M

01/01/26 - 05/15/26
Interactions
43k ↑ 82%

01/01/25 - 05/15/25
Interactions
24k

01/01/26 - 05/15/26
Followers Gained
1.1k ↑ 5.7%

01/01/25 - 12/31/25
Followers
18,903

Main Feed Posts
2-3x Daily
6x Per Week

Stories
~3-8x Daily

01/01/26 - 05/15/26

Avg. Likes
150+

Avg. Shares & Link Clicks
30+

01/01/26 - 05/15/26

Individual Animal Promos
125+

Short Form Videos
20+

Adoption Appreciation, Fostering, Volunteering, Donations, Staff, Events, Educational, National Holidays
80+

What These Metrics Mean

- Increased reach and interactions reflect an active, engaged community that feels **connected to our shelter** and animals, following their journeys and celebrating their outcomes
    - More residents are discovering our shelter and **choosing to come to us** when they are ready to adopt.
- Greater awareness of shelter services leads to:
    - **Increased volunteer and foster interest**
    - **Improved donor confidence** and stronger public trust in county operations
- Social media posts are **regularly referenced** by community members when visiting the shelter
- **Short-form videos** directly:
    - Showcase animal personality and behavior
    - Demonstrate the shelter's ambitious efforts and passion
    - Create a fun, personable, and creative expression of the shelter while providing entertainment
    - Impact better reach by participating in trending social content

Adoption Impact

According to AnimalsFirst, our shelter's intake and reporting platform, the average length of stay decreased from **16.5 days** (*Jan–July 2025*) to **11.2 days** (*Jan–Current 2026*).

From a sample of 50 animals promoted on social media over the past 5 months, the average turnaround to adoption was **approximately 9 days**.

Social Media's **influence on adoption timelines** is difficult to quantify due to:

- Visitation availability
- Trial adoption periods
- Medical or behavioral needs
- Household compatibility requirements
- Breed and size trends

Increased awareness of **long-stay and harder-to-place** animals:

- **King**: 50-day shelter stay with a **1-day turnaround** from post to adoption
- **Fred**: Spent several years in shelters, transferred through three facilities, and experienced two failed adoptions; arrived to us as a rescue transfer, he was adopted just **7 days after being promoted** in our care
    - Reignited collaboration with partner shelters to cross-promote and expand to a wider community

Community Trust & Public Perception

Lisa Boggs
Thank you for all that you do!!!! You are raising the bar for what an animal shelter can be !!!❤️

Top fan
Caveon Mechelle
Love the creativity vibes you're bringing to socials! 👏 You guys are doing the Lord's work! 🏅

Cindee Rae
Great job. Davis Shelter used to gave such a bad reputation. What a turn around from indifference to caring.

Melissa Dunivan-Miller
This is great! You all made my day! Thank you for everything you do for our animals of Davis County.

Keli Dowler
It is so awesome to see how truly involved you all are. There is a great energy at your shelter.

Melony Vaughn Manning
Absolutely love the video way to advocate for them and get them seen. You guys are amazing! Great job!

Madeline Miller
Love these photo. Wonderful humans and animals. Thank you for all you do and for continuously showing how great it is to support ACDC!

Eve-Lisa Demvol
Your employees look happy even when they are cleaning! That's a sign of great leadership!

Community Trust & Public Perception

Roxanne Vigos
Awe! What a great team!! I've always been so impressed when I come in!! You guys have such a great system and team.

Steve Mathis
These are my favorite peoole! Compasonate understanding, most importantly caring for both the animals ànd the people. Love you all!

Floyd Dennis
That is awesome.. Sharing knowledge and experience between both organizations.
Best Friends Sanctuary has so much to offer.
As does Davis County **Animal Care of Davis County**

Danny S Howell
THANK YOU **Animal Care of Davis County** for all you do everyday! You are the very best of the best!

Kathey Cooper
Such a kind and humane program- thank you ACDC for all you do to manage and support the community cats!!🐾💕

12w Like Reply 1

Dixie Batchelor James
We have a colony of 11 at our farm, we have trapped them all and you have fixed them for us, some are even getting calm enough to pet them, they are well taken care of, can't thank you enough for your services.

Community Trust & Public Perception

- When the community feels connected to the shelter, they are more likely to **support**, **advocate** for, **adopt** from, **volunteer** with, **foster** for, and **donate** to the organization
- Greater transparency into shelter operations fosters public **trust**, **credibility**, and **accountability**
- Enhanced ability to proactively **address misinformation** and communicate timely and accurate information
- Improves the **perception of staff and Animal Control Officers**, allowing for better interactions with public and gives them an outlet to be proud and show off their work to their personal circle
- Encourages cities and local businesses within the county to **collaborate with our shelter** by creating smooth, communicative, positive working relationships and generating great community turnout that reflects well on their involvement with our shelter

Community Trust & Public Perception

Animal Care of Davis County
Published by Nic Lynn · May 11 at 7:37 PM ·

What an amazing turnout at the **Grand Opening of Flash Cairo Dog Park**!

We loved seeing so many happy pups and community members come together to celebrate this awesome new hangout space, named in honor of 2 heroic police K-9s, **Flash** & **Cairo**.

Thank you to everyone who stopped by our table for a **free microchip coupon and information on registering your pet's microchip and license**. Both are incredibly important in helping reunite your cherished furbabies if they ever decide to go on an unexpected adventure of their own.

The park is now **officially open for public use** with **2 separate dedicated areas** to accommodate both our small and large sized friends. We hope you all enjoy this wonderful space for years to come as the grass grows greener and the trees grow taller!

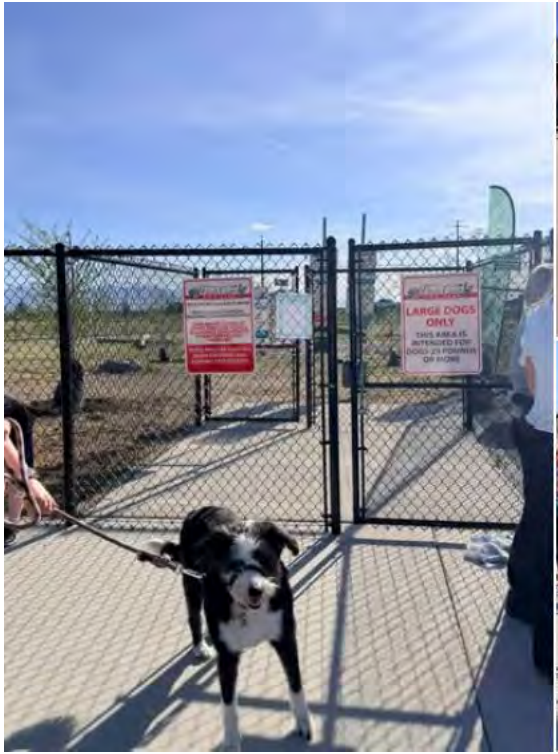
Flash Cairo Dog Park
2180 W 2425 S
Woods Cross, UT 84087

Brought to you by City of North Salt Lake & Woods Cross City

Community Trust & Public Perception

Woods Cross City
May 11 at 5:56 PM ·

So excited for the the newest dog park in southern Davis County. This park includes a separate areas for small dogs and large dogs.



Why This Role Is Needed

In just **5 months** this role has already:

- Expanded shelter visibility
- Strengthened community trust
- Improved communication consistency
- Supported staff relations
- Created a foundation for long-term growth
- Allowed staff who previously managed these responsibilities to focus on shelter operations

Due to **limitations** from the current **part-time, 19-hour per week** allotment:

- The role is currently operating in a “surviving, not thriving” capacity
- Inability to function at full potential
- Cannot consistently capture content
- Restricted time for projects outside of daily social media demands

Projects If Role Continues Full-Time

- Increase **short-form video** creation and trend participation
- Better capture content and feedback from **Sniffabouts, Weekend Wags, & Foster Homes**
- **Website overhaul** and launch a public-facing automated **stats dashboard**
- Create, redesign and standardize **internal resources** and materials
- Assist with building a **Kitten Academy** training course
- Improve **Google and Facebook review** presence
- Expand community outreach opportunities by **partnering with cities and local businesses** throughout the county
- Assist with implementing new **adoption follow-up and appreciation** processes
- Contribute content to **monthly county newsletter**
- **Connect with social media teams** from other shelters to further strengthen strategy and outreach efforts
- Develop a **Brand Guide**

Questions?