

BOARD OF DAVIS COUNTY COMMISSIONERS MINUTES

Board of Davis County Commissioners - Work Session Minutes Tuesday, March 10, 2026

The Board of Davis County Commissioners met for a scheduled meeting at 8:15 AM on March 10, 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	Chief Deputy Clerk Rebecca Abbott [arrived at 8:18 AM]
Vice Chair Bob Stevenson	Information Privacy Admin Aaron Moyes [arrived at 8:18 AM]
County Clerk Brian McKenzie	Community and Economic Development Director Kent Andersen [arrived at 8:45 AM]
County Controller Scott Parke	Tourism Director Jessica Merrill [arrived at 8:45 AM]
Chief Deputy Civil Attorney Neal Geddes	Attorney's Office Karen Gomez [arrived at 8:59 AM]
County Attorney Troy Rawlings	Attorney's Office Christina Perry-Rock [arrived at 8:59 AM]
County Sheriff Kelly Sparks	Clerk's Office Solana Guest
Chief Deputy Sheriff Arnold Butcher [arrived at 8:17]	
Information Systems Director Jeff Hassett	

EXCUSED

Commissioner Lorene Kamalu

AGENDA ITEM

- 1

8:15 - 8:18 AM

#2026-262. A Work Session to Discuss Authorization of the Strategic Over-Fill Staffing Model at the Sheriff's Office - *recommended by Scott Parke, County Controller, Controller's Office*
- [This agenda item was listed as Item 3 on the Agenda, but was presented first]
- [01:10]

Scott Parke, County Controller, presented a budgeting strategy for the Sheriff's Office designed to address high turnover rates and long lead times for new hires [see Attachment A1]. The strategy authorizes the Sheriff to hire two positions above the authorized full-time equivalent count— one in corrections and one in patrol. County Controller Parke explained that attrition savings would fund these extra positions, and if the office ever became fully staffed, further hiring would halt until the headcount dropped back below the authorized level. He clarified that this is a budgeting tool to maximize budget utilization and that the Sheriff would not be penalized for variances caused by unforeseen shifts in retention, provided the strategy is followed. Both Commissioner Stevenson and Commissioner Crofts agreed with the proposal, and County Controller Parke stated he would provide a formal memo to the Sheriff outlining the policy.
- 2

8:18 - 8:39 AM

#2026-271. A Work Session to Discuss the Inclusion of the Attorney's Office in Budget Committee Meetings - *recommended by John Crofts, Davis County Commission Chair, Commissioners' Office*
- [This agenda item was listed as Item 1 on the Agenda, but was presented second]
- [03:50]

Commissioner Crofts proposed making Troy Rawlings, County Attorney, or a designated representative from his office a standing participant in the Davis County Budget Committee. Commissioner Crofts explained that the Attorney's Office was historically part of the Committee but had been removed by a previous County

Controller. He argued that the legal complexity of modern County finance, risk mitigation, and the Commission's fiduciary responsibility necessitate their inclusion, pointing out a recent \$5 million lawsuit that the County lost, which had significant negative consequences, like an increase in insurance premiums.

[07:18] County Attorney Rawlings supported the request, noting that his office inevitably gets involved in budget-related contracts and departmental issues on the back end, and being included from the start would greatly improve efficiency. He recounted a recent experience at public open houses regarding a tax increase where he felt "naked" and unequipped to answer citizens' financial questions because his office is not privy to Budget Committee discussions. County Attorney Rawlings said upon initial removal from the Budget Committee, he tried to instead send Neal Geddes, Chief Deputy Attorney, in case it was due to a personality conflict. Chief Deputy Geddes was never able to attend one meeting before it was communicated to the attorneys that they weren't needed at all in the committee's proceedings.

[11:12] Commissioner Crofts pointed out that the committee's operational structure had recently changed, shifting from being run solely by the Controller to being delegated by the Board of Commissioners to Controller Parke. Controller Parke explained that current policy still lists the Controller as Chair of the group, with the Commissioners, Human Resources (HR), and Information Systems (IS) on the committee. He detailed his vision for the group, suggesting it should function as a technical advisor to the Commissioners, who hold the ultimate policy-making authority. He proposed that the committee should pre-analyze budget requests and consist of departments with Countywide responsibilities, such as HR, Facilities, and IS. The budget requests could then be presented to the Commissioners with all technical impacts discussed beforehand. Controller Parke stated he fully supported including the Attorney's Office in this advisory role.

[14:07] County Attorney Rawlings added that Controller Parke's argument of including departments with Countywide impact is the best justification for the addition of the Attorney's Office to the Committee. He also noted that historically, the Budget Committee acted as a formidable gatekeeper, preventing requests from even reaching the Commission if they were not approved by the Committee first.

[15:35] Director Hassett agreed with the idea of renaming the group the "Budget Advisory Committee" to clarify that the members only provide non-binding informed feedback to the executive leadership on revenue, expense, and risk. However, Director Hassett disagreed with making IS a permanent member, arguing that specific departments should only be invited when their technical expertise is explicitly needed. He stressed that committee members need to have experience and be honest in their feedback, saying that personal qualifications are more important than department identification. Director Hassett also suggested that the Commission consider bringing in members who don't hold County positions to provide fresh perspectives on market trends.

[19:20] Commissioner Crofts asked for clarification on the leadership structure of the Committee, since it was his understanding that the Commissioners were officially in charge of it. Controller Parke clarified that while recent budget meetings were run as Work Sessions under the Commissioners' authority, official budget meetings are under the Budget Committee, whose policy has not been updated to reflect any change in leadership. Controller Parke said that he has a policy drafted with the change, but would like to define whether the group is an advisory committee or a "gatekeeper" role before finalizing it. Commissioner Crofts admitted the conversation had gone beyond the scope he had anticipated it would, saying he has no preference on the name the committee holds, as it is ultimately an advisory committee to the Commission either way. He then reiterated his proposal to include the Attorney's Office in the committee and update the policy, asking for Commissioner Stevenson's input.

[21:20] Commissioner Stevenson expressed concern that formally adding the County Attorney might prompt other departments, like the Health Department, Treasurer, or Clerk, to also request permanent seats on the Committee. He disagreed with officially adding the Attorney's Office and instead advocated for maintaining a structure where the three Commissioners and Controller Parke develop the budget concepts centrally, while leaving the meetings open for any department to voluntarily attend and provide input. Commissioner Crofts expressed his disappointment and noted that Commissioner Kamalu would likely agree with Commissioner Stevenson if she were present, though admitted he doesn't know. He restated on the public record his strong recommendation for the Attorney's inclusion. Ultimately, Controller Parke stated he would take an action item to draft and bring back a formal policy regarding the Committee's structure, and Commissioner Stevenson agreed the structure should be reviewed, and suggested the Commissioners meet individually with Controller Parke.

3 8:39 - 8:44 AM

#2026-261. Presentation of the Government Data Privacy Act (GDPA) Audit to the Board of Davis County Commissioners - recommended by Scott Parke, County Controller, Controller's Office

[This agenda item was listed as Item 2 on the Agenda, but was presented third]

[25:14] County Controller Parke presented the results of the Government Data Privacy Act audit [see Attachment B1-4], since the ordinance requires the results to be shared with the Legislative body as well as the Audit Committee. He reported that the County is in substantial compliance with the act. The only recommendation was to strengthen controls over attendance verification for new hires, as it was observed that some individuals left the mandatory training early, before the Data Privacy Act was discussed. Brian McKenzie, County Clerk, clarified that the two individuals identified in the audit were hired after the year in question (2025), and his team had already met with HR in 2026 to formalize the documentation process and establish follow-up training procedures for anyone who misses the initial orientation. While the County has a lot of training for new hires, Clerk McKenzie noted this one is unique since it has a statutorily required deadline attached to it. He also added that County employees are required to take the security training annually. The Commission expressed support for the findings and the implemented action plan.

4 8:45 - 9:05 AM

#2026-244. Presentation of the 2026-2030 Discover Davis Strategic Plan to the Board of Davis County Commissioners - recommended by Jessica Merrill, Deputy Director, Community & Economic Development - Tourism

[31:10] Jessica Merrill, Deputy Director of Tourism, began her presentation on the Discover Davis Strategic Plan, noting that it had been in the works for years and was developed with the help of a contractor, surveys from community partners, and stakeholders. Deputy Director Merrill shared the new mission statement [see Attachment C2], which focuses on promoting authentic experiences, strengthening the brand, and driving economic impact for County residents, alongside the brand promise of Davis County being "Utah's Amusement Capital." She then reviewed the organization's core values: accountability, amusement, passion, innovation, responsiveness, partnerships, and inclusion [see Attachment C4]. Commissioner Crofts joked that "amusement" should be listed first and "accountable" later, noting that the values perfectly fit the County's culture.

[36:40] Deputy Director Merrill outlined the five strategic pillars [see Attachment C5-9], stressing that the focus is on developing group business. She explained that because the County owns the Davis Conference Center and Western Sports Park but advertises other local attractions, their job is really "business development" rather than direct sales, as they work to generate leads for external partners like hotels and Lagoon. Commissioner Stevenson clarified that, realistically, they are "selling Davis County," which Deputy Director Merrill agreed with. Deputy Director Merrill explained that Tanner, a Farmington local and the original creator of the race Ragnar, is launching a multi-week mountain biking and trail running series called Valhalla. Deputy Director Merrill shared that after pivoting to Antelope Island due to federal government shutdowns, they plan to expand the event into the Wasatch Mountains starting in October. Deputy Director Merrill also announced that the new BMX track in Syracuse was selected as one of only seven qualifying national event venues for 2026, which will bring in millions of dollars in economic impact.

[42:55] Kent Andersen, Community and Economic Development (CED) Director, praised sales manager Erin Miller for her hard work in building relationships and utilizing assets across the County. Deputy Director Merrill echoed this, emphasizing the significant effort required to collaborate with city partners who must balance tourism with local parks and recreation programs. She then detailed the third and fourth pillars: developing destination experiences through initiatives like mural grants and advocating for the travel industry's economic value. She concluded with the fifth pillar: maintaining organizational excellence by investing in employees and maintaining the "best foot forward" focus [see Attachment C9].

[47:00] Deputy Director Merrill stated that this is a five-year plan, and CED's annual business plan will now align its goals with these five pillars. Commissioner Crofts offered high praise for the plan and shared an anecdote about county commissioners from California who recently visited Western Sports Park and Antelope Island. He noted they called the view of the Wasatch Mountains "stunning" and expressed wistful jealousy over how well-run Davis County is compared to the issues their own counties face. Deputy Director Merrill agreed that the County is incredibly lucky, pointing out that Western Sports Park is highly unique because it is owned and run by the County, unlike most facilities nationwide in the private sector. Director Andersen then asked if the Commission should formally adopt the strategic plan now or later, to which Chief Deputy Geddes

advised that it would have a greater impact if adopted during a Regular Commission meeting. Commissioner Stevenson and Commissioner Crofts agreed to the proposal, and Commissioner Crofts indicated he would ensure Commissioner Kamalu receives a copy for review.

5 9:05 - 9:31 AM
#2026-205. Presentation on Victim Services to the Board of County Commissioners - recommended by Karen Gomez, Victim Services Supervisor, Attorney's Office

[52:20] Karen Gomez, Supervisor of Victim Services in the County Attorney's Office, explained her five-person team's reliance on the federal Victims of Crime Act (VOCA) grant. This report covers July 2024–June 2025 and is required by the grand. Karen detailed the services provided under the grant, all with the aim of providing support for victims of crime prosecuted in the Davis County District Court. Commissioner Crofts asked if the program adequately covers unmet needs, noting that the public employees' health insurance program had stopped covering victim therapy due to the high costs, which can reach hundreds of dollars a week. Karen responded that the situation is difficult because federal funding is rapidly dwindling, and while Crime Victims Reparations (CVR) can cover 12 to 24 counseling sessions, they only pay about \$75.00 per session. Christina Perry-Rock, part of the Victim Services team, used her experience working at the Utah Office for Victims of Crime (UOVC) to explain the difficulties involving the issue. UOVC struggles to find providers since many therapists refuse to take this lower rate due to State rules requiring them to accept it as payment in full, and the compensation fund itself is shrinking because judges are increasingly waiving offender fines and fees. UOVC is trying its best to mitigate these challenges since funding is shrinking every year. Commissioner Crofts asked why judges are waiving these fines, and Karen clarified that recent legislative trends prioritize fairness and have stopped keeping people in jail simply because they cannot afford bail or other pre-trial services, which leads to a loss in revenue for victim funds. A good example of this is the ankle monitor program, which is funded by the fees assigned to the person in possession of the monitor. If the judges waive those fees for those who cannot afford them, the ankle monitors cannot be paid for and thus cannot be provided.

[59:18] Karen continued to detail her office's responsibilities, which include guiding victims through a criminal justice process that can take up to 12 months for a theft and two or more years for a murder. She listed their daily duties, such as sending notifications, assisting with restitution, preparing victims for trial, and dealing with highly emotional citizens who often direct their frustrations at them. Karen shared statistics for the 2024-2025 fiscal year [see Attachment D4], reporting that her office assisted 2,406 victims across 2,434 offenses, with 313 of those being domestic violence cases. Commissioner Crofts asked if the five-person team even has time to breathe with such a heavy workload, to which Christina joked that they only rest on the weekends and that visitors should just walk on by if they hear weeping in the office. Karen highlighted specific crime trends [see Attachment D5], noting high rates of physical and sexual abuse, as well as rising theft cases linked to the Station Park retail center and the FrontRunner train. She also mentioned a recent human trafficking case out of Bountiful that was tied to West Valley, where immigrants were being exploited. She compared 2026 cases with previous years [see Attachment D6], noting that the numbers are trending as expected. Karen added that their statistics only reflect cases with identifiable victims and exclude juvenile and justice court cases.

[1:06:00] Karen discussed additional services provided, which are directly impacted by the program's recent funding cuts [see Attachment D7], explaining that their annual VOCA grant allocation had dropped from roughly \$82,000.00 annually down to about \$52,000.00. Karen highlighted the services aimed at the underserved community, noting they have translator services and often refer people to outside resources such as U Visa. She noted that budget reductions have eliminated the Davis Area Housing Assistance program, which helped domestic violence victims with rent and deposits, and forced County investigators to use Uber to transport victims to court instead of personally picking them up. Commissioner Crofts asked who on the team speaks Spanish, and Karen highly praised Margarite Allen, who handles all Spanish-speaking victim coordination and general translation needs. Commissioner Crofts noted that 14% of the County speaks Spanish at home and discussed the complexities of understanding various Spanish dialects, specifically asking Karen to express his sincere thanks to Margarite for her hard work. Karen agreed, explaining that Margarite's cases often take twice as long due to cultural differences in storytelling and a general reluctance among some immigrant populations to participate in the legal process out of fear of being in the spotlight.

[1:12:27] Karen further detailed the difficulties of managing domestic violence cases, explaining the emotional volatility where victims desperately want safety one moment but want to drop the charges the next, leading to a heavy load of protective orders. Commissioner Crofts acknowledged the massive effort required by Karen's office to process so many protective orders. Karen added that the technicalities of the protective orders, for example, where children should be picked up for custody exchanges, add hours of work for each case. Director Hassett added that the County also supports victims through the Department of Homeland

Security's Victim Information Notification Exchange (VINE) system, an automated notification program managed by Information Systems that feeds jail data to victims regarding offender custody and release statuses.

[1:15:40] Karen concluded by expressing pride that her office still proactively reaches out to victims for all crime levels, unlike neighboring counties that only focus on severe crimes due to resource limits, though she worries about sustaining this high level of service as the County grows. Commissioner Crofts praised Karen and her team for remaining engaged, happy, and dedicated despite the busy and tough job.

MEETING ADJOURNED

The meeting adjourned at 09:33 AM.

ATTACHMENTS

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

- 1. A1: Strategic Overfill Model
- 2. B1-4: 2026 Annual Data Privacy Compliance
- 3. C1-: 2026-2030 Discover Davis Strategic Plan
- 4. D1-9: 2025-26 VOCA Governing Board Presentation

Minutes Prepared by:
Solana Guest
Deputy Clerk

Minutes Approved on:
03/24/2026


Brian McKenzie (Mar 25, 2026 08:46:11 MDT)

Brian McKenzie
Davis County Clerk


John Crofts (Mar 25, 2026 02:52:25 MDT)

John V. Crofts
Commission Chair





Controller

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Telephone: (801) 451-3491 – Fax: (801) 451-3432

Scott Parke, CPA, MBA
Controller

OverfillTO: Kelly Sparks, Davis County Sheriff
FROM: Scott Parke, Davis County Controller
CC: Davis County Commissioners
DATE: March 3, 2026
SUBJECT: Authorization of Strategic Over-Fill Staffing Model

This memorandum outlines the agreement between the County Commissioners, the Controller's Office and the Sheriff's Office regarding the Strategic Over-Fill staffing model. The goal is to maintain full operational deputy strength in the face of high historical attrition rates without compromising the County's fiscal integrity.

Authorized Strategy

The Sheriff's Office is hereby authorized to recruit and hire two Full-Time Equivalent (FTE) positions in Corrections and one FTE in Patrol above the authorized FTE count funded in the annual budget. This anticipatory hiring is intended to offset the lag time inherent in the recruitment and training of new deputies. In the event that the Sheriff's Office is able to fill all vacancies, including the three unfunded positions, the Sheriff agrees to cease recruitment until staffing levels fall below the budgeted FTE count.

Budgetary Flexibility and Contingency

The County recognizes that if attrition rates fall significantly below the historical average, the Sheriff's Office may experience a budget variance. In such an event:

- **Prioritization:** The Controller's Office will work with the County Commissioners to prioritize supplemental appropriations or budget transfers to cover the gap, provided the overage is directly tied to the authorized over-fill strategy.
- **Good Faith Efforts:** The Sheriff shall not be penalized for variances caused by unforeseen shifts in retention, provided that Authorized Strategy has been followed.

Monitoring and Accountability

To maintain this flexibility, the Sheriff's Office agrees to:

- Consult with the Controller immediately if the total payroll spend is projected to exceed the annual appropriation.
- Cease over-filling if retention rates stabilize to a point where the fiscal year-end budget is at risk of a significant deficit.



Controller

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Scott Parke, CPA, MBA
Controller

To: Davis County Audit Committee
From: Scott Parke, Davis County Controller
Date: March 4, 2026
Subject: 2026 Annual Data Privacy Compliance

Audit Authority and Objective

In accordance with County Ordinance 2.38.140, we have completed the annual compliance audit of Davis County's data privacy practices. The primary objective of this review was to ensure that the County handles personal data with the care and transparency mandated by the Government Data Privacy Act. Based on our testing, the Controller's Office concludes that Davis County is in **substantial compliance** with the Act.

Scope and Methodology

The scope, approved by the Audit Committee on February 2, 2026, encompassed the following areas:

- **Structural Governance:** Verified the meeting of the Privacy Advisory Committee and the assignment and training of departmental representatives.
- **Training & Personnel:** Sampled new hire and existing employees to verify training completion. Reviewed non-employee agreements for compliance with the act.
- **Reporting:** Evaluated annual reporting requirements and verified that new collection points gathered only the minimum data necessary.
- **Public Transparency:** Inspected physical and digital collection points to ensure the presence of privacy notices, QR codes, or links.
- **Contractors & Breaches:** Evaluated the design of the planned Data Breach Protocol

Observation and Recommendations

Finding 1: Controls over new hire training attendance verification could be enhanced.

- **Condition:** Current controls do not sufficiently verify that this mandated training was attended in full by all required personnel.
- **Evidence:** While reviewing training attendance logs, we noted two employees departed before the training concluded.
- **Risk:** Without verified attendance records, the County cannot provide definitive evidence that all staff have received state-mandated privacy instruction.
- **Recommendation:** Implement controls to ensure all new hires complete the mandatory training.

Conclusion

The County has demonstrated a proactive approach to data privacy. Addressing the documentation gap in training will further solidify the "Satisfactory" standing and ensure full readiness for future regulatory reviews.

Respectfully Submitted,

Scott Parke

Scott Parke
Davis County Controller

MANAGEMENT RESPONSES

Finding 1: Controls over new hire training attendance verification could be enhanced.

Management Response:	
Department Response: <i>(Do you agree, partially agree, or disagree with the recommendation)</i>	Agree
Outline the steps that will be taken to address the issue identified.	Corrective Action Plan for Training Accountability Aaron and Brian met with Human Resources Director Shawn Choate and Beate on February 23, 2025 to discuss controls over the new hire training attendance verification and how it could be enhanced. During this meeting, it was confirmed that HR did not maintain a record of which portions of training an individual had missed if they left new employee orientation early. Direct Rectification: The two individuals identified in the audit as lacking training documentation have been addressed as follows: Scope Clarification: Both individuals were hired in early 2026 (Hire Dates: 01/20/2026 and 02/02/2026) and therefore fall outside the 2025 calendar year scope intended for this audit. Current Status: Despite the scope discrepancy, both individuals have since completed their required training and acknowledgments. Compliance: Per the Davis County Data Privacy Program and the GDPR, new employees must complete training within 30 days of their hire date. As of this response, the individual hired on 02/02/2026 remains within this mandated compliance window. Improved Documentation: A modification will be made to the training completion document to include an indication of which portions of training an individual has completed. HR Coordination: Human Resources will provide the Clerk's Office with a bi-weekly list of new hires and terminations to facilitate tracking within the initial 30 days of employment. Monitoring: Comparing the training completion document and the by-weekly list of new hires, the Clerk's Office will confirm each new hire completes the required training.

	• Redundant Training Options: For employees who cannot or have not attended in person orientation within 30 days, the Clerk's Office will coordinate their completion of the alternate training hosted on the public county website. • Online Controls: The online orientation Google Form will now include a "Certification of Watching" to capture documentation of completion, which HR will then share with the Clerk's Office for official record keeping. To ensure these controls remain effective, the following steps will be implemented for each reporting cycle: 1. Receive List: Obtain the bi-weekly hire/termination report from HR. 2. Cross-Reference: Check the names on the hire list against the attendance logs for in-person orientation. 3. Identify Gaps: Flag any employee approaching their 21st day of employment who has not appeared on an orientation log. 4. Assign Alternate Training: Direct flagged employees to the website training to ensure completion before the 30-day deadline. 5. Reconcile Online Completion: Confirm digital certifications from the updated Google Form for part-time Employees.
Who is responsible for implementing the recommendation and when do you expect your actions to be implemented?	Who is responsible for implementing the recommendation? Davis County Human Resources: Responsible for maintaining attendance logs, managing the bi-weekly hire/term list, and updating the online orientation Google Form. Davis County Clerk's Office: Responsible for receiving the shared HR documentation and maintaining the official records of training proof. When will these actions be implemented? Immediate Action: Rectification of the two sampled employees and coordination between HR and the Clerk's office for bi-weekly reporting is already underway. Finalization: The addition of the training certification to the online orientation form will be completed to ensure all upcoming part-time hires are captured.

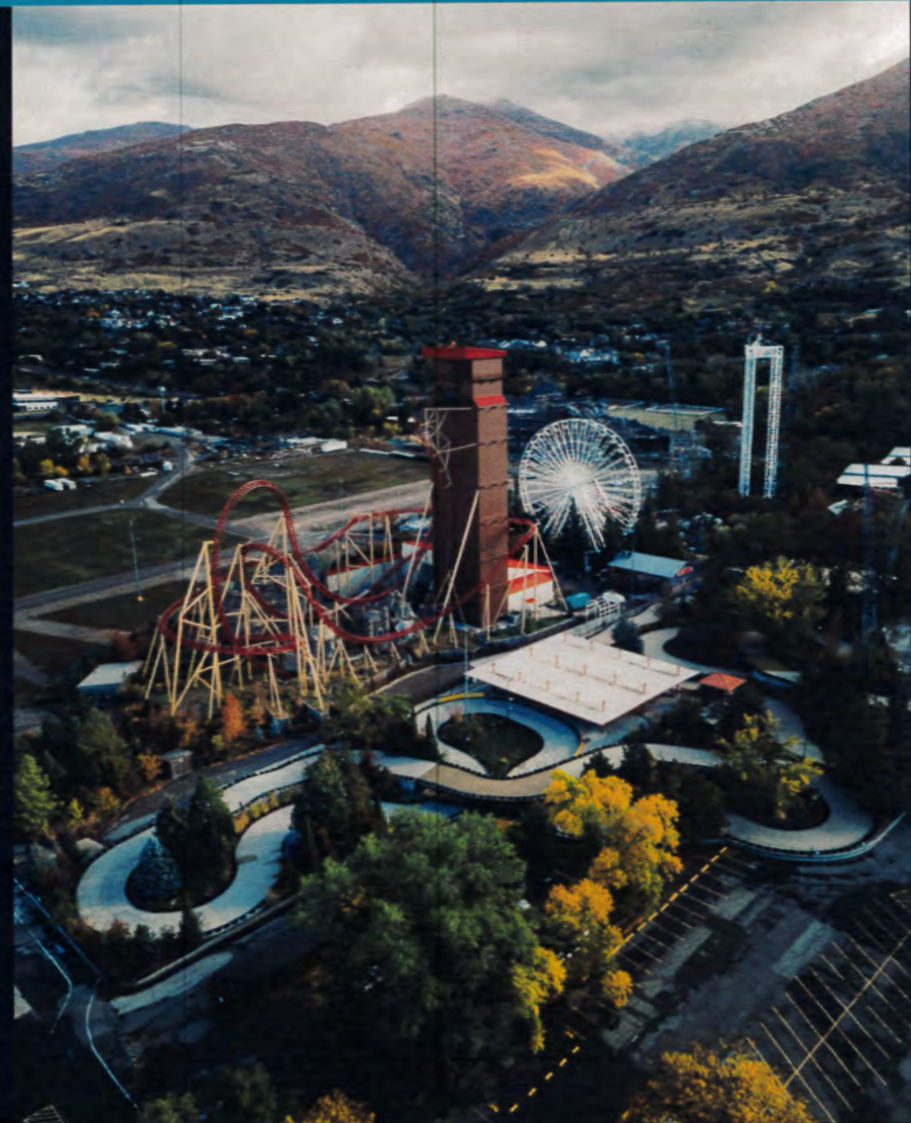


DISCOVER DAVIS

Strategic Plan

2026–2030

Utah's Amusement Capital · Davis County, Utah



discoverdavis.com

Contents

This strategic plan charts Discover Davis's course from 2026 to 2030 — defining how we will elevate Davis County as Utah's premier destination, drive economic impact, and strengthen our communities through five clear strategic pillars.

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MISSION & BRAND PROMISE

OUR MISSION

"To attract and serve visitors by promoting authentic experiences, strengthening our destination brand, and advancing tourism and business travel, including sports and events, in ways that drive economic impact and enhance quality of life for Davis County residents."



Why We Exist

Discover Davis is Davis County's official destination marketing and management organization. We promote the county's amusement capital identity — from world-class waterparks and family entertainment to outdoor adventure and year-round events — to visitors across the region and beyond.

We partner with hotels, attractions, venues, restaurants, and local government to build a vibrant visitor economy that funds community services and elevates quality of life for every Davis County resident.

BRAND PROMISE

As Utah's Amusement Capital, Davis County delivers fun, connection, and unforgettable experiences, where entertainment, play, and discovery bring people together.



What We Stand For

Our values shape every decision we make and every experience we help create for visitors and residents of Davis County.

ACCOUNTABLE

We are responsible stewards of public funds, committed to transparency, fiscal responsibility, and measurable outcomes. We invest in travel and tourism development in ways that deliver strong return on investment and tangible benefits for Davis County residents, businesses, and communities.

AMUSEMENT

We believe amusement is more than just entertainment; it's the feeling people get when they do what they love. We deliver joy, connection, and memorable experiences for visitors and residents alike, helping create lasting memories across a wide range of activities, attractions, and outdoor recreation.

PASSION

We lead with passion, pride, and authenticity in everything we do. Our deep connection to Davis County fuels our commitment to telling its story, supporting its communities, and championing the experiences that make our destination special.

INNOVATION

We lead with vision, creativity, and forward-thinking strategies. We embrace new ideas, technologies, and approaches to destination marketing, management, development, and visitor services to keep Davis County competitive, relevant, and resilient.

RESPONSIVE

We are agile, attentive, and solutions-oriented. We respond quickly and thoughtfully to challenges, opportunities, industry trends, and stakeholder needs, adapting our strategies to meet a constantly evolving tourism landscape.

PARTNERSHIPS

We foster strong, collaborative, and mutually beneficial partnerships with industry stakeholders, communities, and public entities. We serve as a trusted resource and connector—bringing partners together, identifying opportunities, and aligning efforts to amplify impact, share knowledge, and create greater value for Davis County.

INCLUSION

We welcome all visitors to Davis County and strive to create an environment where everyone feels seen, respected, and valued. We embrace diverse perspectives, cultures, and experiences, recognizing that inclusivity strengthens our destination and enriches our community.

STRATEGIC PILLARS

1

Enhance Awareness of Davis County as a Destination

Promoting and elevating the Davis County lifestyle is at the heart of Discover Davis. We build brand awareness that inspires travel, strengthens community pride, and creates measurable economic opportunity for our communities and residents. From digital advertising to signature events, every effort positions Davis County as Utah's must-visit destination for families, groups, and adventure seekers.

OBJECTIVE

Increase awareness and consideration of Davis County across priority markets and segments in ways that drive visitation and measurable economic impact.



Action Items

- Develop and strengthen the Davis County destination brand, highlighting a high-quality family lifestyle, diverse amusement experiences, and accessible outdoor recreation.
- Market the county's brand, attractions, and experiences, to targeted visitor audiences through integrated digital, traditional, and emerging media channels.
- Grow and promote Discover Davis signature events that drive visitation, elevate destination awareness, and showcase the county's unique assets.
- Build an always-on marketing funnel that grows awareness, increases consideration, and converts targeted audiences into overnight visits, off-season demand, and event bookings.
- Implement a research-driven marketing plan focused on maximizing return on investment and generating measurable economic impact for Davis County.
- Strengthen owned media (website, SEO, email) to capture demand, improve tripplanning, and convert interest into visitation.
- Engage residents as destination ambassadors by promoting Discover Davis initiatives locally and encouraging community pride and word-of-mouth advocacy.
- Strengthen proactive PR efforts and develop a communications plan to protect the destination brand and capitalize on timely media opportunities.
- Conduct targeted market research (such as visitor segmentation and sentiment analysis) to refine branding, advertising, and PR strategies and guide future investment decisions.
- Leverage the destination brand to support business and workforce recruitment and retention by elevating Davis County's quality of life, amenities, and "pride in place" through consistent storytelling, media coverage, and partner amplification.

STRATEGIC PILLARS

2 Develop and Support Group Business

Anchored by the Western Sports Park and Davis Conference Center, Davis County's group success is powered by an interconnected network of hotels, venues, attractions, dining, and recreation. Discover Davis brings this full destination lineup together to create competitive, bookable group opportunities that generate lodging demand and year round impact.

OBJECTIVE

Expand group business by increasing qualified leads and bookings that grow lodging demand and deliver measurable economic impact.



Action Items

- Leverage and support the Davis Conference Center and Western Sports Park as anchor facilities for meetings, conventions, and sports tourism, strengthening collaboration with venue leadership and staff.
- Provide innovative, high-value services, for group business segments, including sports, meetings, conventions, and special events.
- Actively promote and sell Davis County as a group destination in coordination with Davis Conference Center and Western Sports Park teams, utilizing clear bidding window policies to align efforts and avoid duplication.
- Target sports and group events, both indoor and outdoor, that align with available lodging capacity and shoulder periods to maximize room night generation.
- Leverage the tradeshow network as a key sales channel by consistently attending priority sports and meetings tradeshow; building ongoing relationships with event organizers, planners, and rights-holders; and executing structured post-show follow-up to convert leads into bookings and measurable economic impact.
- Conduct research with meeting and sports planners to refine sales strategies, enhance group servicing, and improve Davis County's competitiveness across multiple group markets.
- Maintain strong partnerships with key stakeholders, including city parks and recreation departments, venue operators, hoteliers, attractions, restaurants, and event organizers, to support group events and create seamless, positive visitor experiences countywide.

STRATEGIC PILLARS

3

Develop the Destination Experience and Community Partnerships



Davis County's visitor experience is strengthened when communities and partners work together to enhance the places people explore and enjoy. Discover Davis supports destination development, partner coordination, and placemaking efforts that elevate the visitor experience and build community pride.

OBJECTIVE

Strengthen Davis County's destination through coordinated development and community collaboration that enhances visitor experiences and resident quality of life.



Action Items

- Establish a dedicated community engagement and partner coordination function, within Discover Davis to unify tourism stakeholders, strengthen industry collaboration, align marketing and destination development efforts, and serve as a connector across Davis County's tourism ecosystem.
- Support the enhancement of evening and year-round entertainment options by promoting existing activities and collaborating with the business community to encourage new experiences that serve residents, leisure visitors, conventioners, and sports teams.
- Strengthen industry connectivity through collaboration and cross-promotion, linking businesses, attractions, municipalities, and public entities on shared initiatives and destination-wide projects.
- Develop group-friendly experience packages and partner offers that encourage longer stays and higher spending.
- Provide organizational, marketing, and strategic support to destination assets and partners, including the Davis Conference Center and Western Sports Park, while also supporting broader countywide destination development efforts.
- Support arts, culture, and placemaking initiatives through grants, marketing, and collaborative programs that enhance the visitor experience and community pride.

STRATEGIC PILLARS

4 Advocate for the Davis County Travel Industry



Discover Davis champions a thriving visitor economy by elevating tourism's value to residents, partners, and decision makers. We bring data, relationships, and local insight to support policies and investments that protect and strengthen Davis County's visitor economy — ensuring tourism remains a priority for the county and the communities it serves.

OBJECTIVE

Advance understanding, support, and investment in tourism by communicating its economic and community value and advocating for policies that strengthen the visitor economy.



Action Items

- Celebrate industry, business, and workforce successes through an annual Discover Davis awards and industry update event that recognizes achievements, highlights the prior year's impact, and shares the upcoming program of work with partners and stakeholders.
- Convene networking events, meetings, and forums, for industry stakeholders and government partners to strengthen relationships, share insights, and encourage collaboration across the visitor economy.
- Serve as a trusted, data-informed resource for elected officials, community leaders, and stakeholders by providing timely insights, research, and analysis on tourism performance, economic impact, and industry trends.
- Engage in policy advocacy and guidance on key issues affecting Davis County's travel and tourism industry, including development opportunities, regulations, taxation, and infrastructure, in coordination with county commissioners and stakeholders.
- Strengthen understanding of tourism's value by consistently attending priority sports and meetings tradeshows; building ongoing relationships with event organizers, planners, and rights-holders; and executing structured post-show follow-up to convert leads into bookings and measurable economic impact.
- Support responsible and transparent use of tourism-related tax revenues, ensuring investments align with statutory requirements, strategic priorities, and measurable outcomes.
- Collaborate with local, regional, and state partners to advance shared advocacy goals, monitor legislative and regulatory developments, and elevate Davis

STRATEGIC PILLARS

5 Maintain Organizational Excellence

An exceptional destination deserves an exceptional marketing and management organization. Discover Davis invests in our team, systems, and operational practices so we can deliver strong marketing, effective sales, responsible management, and long-term results for Davis County. Our commitment to organizational excellence enables everything else in this plan to succeed.

OBJECTIVE

Maintain a high-performing, accountable, and innovative organization by investing in people, processes, and systems that support effective destination marketing and management efforts, business development, and long-term tourism success of life.



Action Items

- Cultivate a high-performing workplace culture by prioritizing employee engagement, recognition, communication, and professional development, ultimately improving satisfaction and retention.
- Operate as a data-informed, results-driven organization that prioritizes innovation, collaboration, accountability, and continuous improvement.
- Align organizational structure, roles, and responsibilities with strategic priorities by updating job descriptions and workflows as needed to support plan implementation.
- Strengthen internal capacity and leadership by formalizing roles or functions that enhance coordination, stakeholder engagement, and cross-department collaboration.
- Invest in ongoing professional development for staff through training, continuing education, and professional certifications, and participate in appropriate national, regional, and state trade organizations to remain at the forefront of industry knowledge.
- Pursue organizational excellence and best practices by evaluating and, where appropriate, pursuing accreditation or recognition through Destinations International or similar industry bodies



DISCOVER DAVIS · discoverdavis.com · "Utah's Amusement Capital"

Davis County Tourism

2026–2030 Strategic Plan



Enhance
Awareness



Group
Business



Destination
Experience



Industry
Advocacy



Org.
Excellence



"To attract and serve visitors by promoting authentic experiences, strengthening our destination brand, and advancing tourism and business travel, including sports and events, in ways that drive economic impact and enhance quality of life for Davis County residents."

DAVIS COUNTY ATTORNEYS OFFICE VICTIM ASSISTANCE PROGRAM

Troy Rawlings-County Attorney

Karen Gomez-Victim Services Supervisor

- ▶ Victim Assistant Grant
- ▶ The Victims of Crime Act of 1984 (VOCA) is federal legislation aimed at helping victims of crime.
 - ▶ The fund is financed by fines and penalties by convicted federal offenders not by tax dollars
- ▶ The general purpose of VOCA is to assist public and Private non-profit organization in providing services to victims of crime.
- ▶ State and local governments, private non-profit organizations and Native American Tribes are eligible.

VOCA GRANT

- ▶ Provide support for victims of crime prosecuted in the Davis County District Court
- ▶ Provide information about the Criminal Justice Process
- ▶ Referrals to other services, supports, and resources such as CVR
- ▶ Notification of Victim's rights
- ▶ Notification of criminal justice events
- ▶ Assistance with restitution
- ▶ Prosecution interview accompaniment
- ▶ Accompaniment to criminal justice proceedings

GOALS AND SERVICES PROVIDED

Total victims: 2406

- ▶ 324 businesses
- ▶ Offenses Committed: 2434
 - ▶ Domestic Violence: 313
- ▶ Victim Notification:
 - ▶ 1616 Initial letters
 - ▶ 7655 support letters
 - ▶ 16,942 CJ support (TC's, email notification, in court support, appointments)
- ▶ Crime Victims Reparation Assistance: 845 applications
- ▶ Victim Impact Statements: 357
- ▶ Protective Orders: 734

DEPARTMENT SERVICE STATISTICS FOR 2024-25

- ▶ Adult and child physical abuse 335
- ▶ Adult and child sexual abuse 142
- ▶ Arson 4
- ▶ Burglary 213
- ▶ Criminal Mischief 436
- ▶ Domestic Violence 313
- ▶ DUI 76
- ▶ Elder abuse/neglect 5
- ▶ Human trafficking 2
- ▶ Kidnapping 10
- ▶ Identity theft/financial crimes/fraud 230
- ▶ Stalking, Harassment 42
- ▶ Theft 402
- ▶ Violations of Protective Order 130

CRIME CATEGORIES

- ▶ 2023-24
 - ▶ 1389 new cases
 - ▶ 2553 total victims
- ▶ 2024-25
 - ▶ 1303 new cases
 - ▶ 2406 total victims
- ▶ 2025-26 (July 2025-January 2026)
 - ▶ 610 new cases
 - ▶ 1189 total victims
- ▶ Totals only include victim cases and do not include the juvenile court or justice court

- ▶ TOTAL AWARD FOR 2025-27
 - ▶ \$104,927.28
- ▶ 3 advocates funded by the VOCA Grant
 - ▶ Karen Gomez 25% funded
 - ▶ Margarite Allen 19% funded
 - ▶ Christina Perry-Rock 29% funded
- ▶ Year 1: \$52,468.88
- ▶ Year 2: \$52,458.40

2025-2027 VOCA BUDGET

- ▶ 2023-24
 - ▶ \$164,236.40
 - ▶ \$82,118.20 yr.
- ▶ 2024-25
 - ▶ \$163,759.64
 - ▶ \$81,879.82 yr.
- ▶ 2025-26
 - ▶ \$104,927.28
 - ▶ \$52,468.88 yr..

VOCA FUNDING

- ▶ Underserved communities
 - ▶ Translator services, referring individuals to outside resources, transportation to hearings
- ▶ Spanish assistance
 - ▶ 1Spanish speaking advocate
 - ▶ Difficulty with participation
- ▶ Safety planning for DV cases

ADDITIONAL SERVICES