

**Board Workshop – 4:00 p.m.  
Administration Building, Farmington, UT  
Tuesday, December 2, 2025**

**Live-streamed via YouTube**  
<https://youtube.com/live/F1gFFTO-I8s?feature=share>

**Board Members Present:**

President Brigit Gerrard, Vice President Emily Price, Julie Powell, Kristen Hogan, Michelle Barber, Alisa Mercer, and Joani Stevens

**Administration Present:**

Superintendent Dr. Dan Linford, Business Administrator Mr. Tim Leffel, Asst. Superintendent Dr. Logan Toone, Asst. Superintendent Dr. Fidel Montero, and Asst. Superintendent Ms. Chadli Bodily

**Announcements:**

Ms. Brigit Gerrard, Board President

**Agenda Items:**

**Student Growth & Achievement: Learning First Presentation: Snow Horse Elementary**

Mr. Doug Forsgren, Elementary Director & Dr. Jenne Talbot, Snow Horse Elementary Principal and Ms. Annette Rushforth, Administrative Intern.

Principal Talbot introduced the Mission and Vision of Snow Horse Elementary. Their five (5) core values are **Collaborate, Outreach, Learning, Thrive, (and) Shine**. She explained each value in detail. Ms. Rushforth spoke about their Hope Squad, the Kindness Club, Student Council, EE Hub and being a Purple Star School. Principal Talbot shared growth data for Literacy and Mathematics, with a strong desire for continued improvement. One of the strongest gains in literacy has been in kindergarten. Ms. Rushford explained how their students thrive in their classrooms and in the school.

Principal Talbot spoke about teacher growth at her school, and their instructional goals on the District Model of Improvement. Their HRS Level 1 Certification is in process.

Answered questions from members of the Board.

**Parent & Community Connections: Reporting Back on DSD Community Council**

**Partnership Discussion**

Dr. Dan Linford, Superintendent, Dr. Logan Toone, Asst. Superintendent, & Dr. Fidel Montero. Asst. Superintendent

Dr. Linford introduced the outline of the Role of the Strategic Plan with three (3) questions.

- Why do we have it? The duties of the School Board: 'Sets the general direction and expectations of the School District'
- How does it guide the work we do? We should check all our work against the Strategic Plan.

- Alignment with current district priorities/initiatives. The Strategic Plan must not only drive District initiatives, but it also must reflect the research and practice aligned work of the District.

**Dr. Linford** explained the Timeline will be in three (3) Phases. (November 2024 – Summer 2025)

- Phase 1: Development (Fall/Spring)
- Phase 2: Launch (Summer/Fall)
- Phase 3: Engage (Ongoing)

**Dr. Toone: November Data Collection**

- 35 focus groups – 4 student groups (combined from all high schools)
  - 30 Community Council groups
  - Belonging Council
- 32 hours and 51 minutes of recorded audio
  - Transcribed (349,880 words)
  - Anonymous speaker-specific blocks
  - Sentiment analysis (positive, negative, neutral)
- Tools
  - WhisperX, Pyannote, and OpenAI

**Dr. Montero – Creswell Method for Identifying Themes**

Open Coding L1: Breaking data into categories

Selective Coding L2: Identifying core themes

Selective Coding L3: Central Narratives

Dr. Toone reviewed the Identified Themes Topics Chart. The top five (5) identified topics with definitions were:

- Relationships with teachers
- District communication and transparency
- Advanced opportunities (AP/Concurrent/CTE/etc)
- Family partnerships and communication
- Social-emotional learning

Dr. Montero shared the findings regarding school experience, current direction, belonging and culture, and future priorities. Dr. Toone mentioned that the Board packets also included sample and online comments for review. This information is a foundation of understanding based on what the community is asking for.

Answered questions from the Board members.

**Board Discussion: What are your top 5 priorities?**

**Focus on the whole child – Brigit Gerrard**

Communication to the Community

Connection to the School  
Retention of high-quality teachers  
Don't run the School District like a business (student focused #1 priority)

**Focus on academics – Emily Price**

Parent and Community connection  
Belonging and Culture  
Quality teaching with quality relationships  
Students/parent aware of available opportunities – e.g. Career pathways etc, personalized learning, for excelling and remediation

**Academic excellence – Joani Stevens**

Belonging, community engagement, mental health and communication  
Strong professional workforce  
As a community school, we create a feeling of loyalty

**Safety and belonging – Michelle Barber**

Community connection  
Quality teaching and relationships  
Student learning and achievement  
Supporting mental health  
Workforce preparation  
Life Skills

**Family and Parent Involvement – Alisa Mercer**

Safety and belonging  
Teacher relationships and personal connection  
Fiscal responsibility  
Student growth and achievement

**Academic excellence – Kristen Hogan**

Academic excellence  
Quality staffing  
Community engagement

**In-person connection between community and district leadership – Julie Powell**

Continual improvement.  
Students have many options such as, Pathways, AP, CE, CTE classes etc. Need a way to provide notifications for parents  
Use Community Councils more  
Staff morale – building connection with District Leadership

Dr. Toone explained briefly what the next steps will be.

Meeting adjourned at 5:22pm

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President  
Board of Education  
Davis School District

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Business Administrator  
Board of Education  
Davis School District

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