

LEARNING BY DOING: AN EVENT  
INTERNSHIP AT THE CEDAR CITY OFFICES

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By:

Caitlin Dancer

Capstone Internship Committee:

Art Challis, Ed.D., Chair

Ellen Treanor, M.A.

Jee-Young Chung, Ph.D.

We certify that we have read this internship portfolio and that, in our opinion,  
it is satisfactory in scope and quality for the degree of  
Master of Arts in Professional Communication.

Thesis Committee:

  
Art Challis, Ed.D., Chair

  
Ellen Treanor, M.A.

  
Joo-Young Chung, Ph.D.

## **Abstract**

Starting in January of 2012, I worked as an event intern for the Event Director, Byron Linford, at the Cedar City Offices. With direction and guidance from Byron, my main task was to plan and execute the final dinner for the Society of American Travel Writers convention in Cedar City. Objectives and goals were set for the overall internship experience. This portfolio exemplifies that experience, reporting on my daily tasks and responsibilities, giving examples of my work, and portraying the experience and knowledge gained.

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## Learning by Doing: An Event Internship at the Cedar City Offices

### Introduction

As a young girl, when people would ask me what I wanted to be when I grew up, I would excitedly answer with, “A waitress at Pizza Hut.” Today, when asked the same question, I am even more excited to give my answer. After spending three years at North Dakota State University studying the basics of public relations and advertising, I was so excited to get into an agency and continue learning. To gain more knowledge and better prepare myself for the working world, I attended graduate school at Southern Utah University. The next stimulating step in reaching my goal is an internship.

Searching for an internship is a long and grueling process. Even though the market is tough, it does not mean that selecting whatever is available is the best idea. It was important that I found a company that was a good match. This included several different variables, such as a strong and fun company culture, an accomplished website and social media presence, and an established internship program where I could learn and gain knowledge in the field. To begin the process, I researched companies and spent time visiting company websites, social media pages, and blogs. After determining that the company seemed like a good match, I utilized several internship resources to read reviews from previous interns from the companies.

For each location, I researched company specifics and tailored my cover letter and resume to each company and position. Resumes and cover letters were then sent to over 20 businesses, including advertising agencies, public relations firms, professional sports teams, and event management companies. One opportunity was discovered locally through a Southern Utah University professor. While taking Mindy Benson’s event management class, the students were involved in an event at the Heritage Center with the Cedar City Events Director, Byron Linford. Byron was looking for an intern for the spring semester and with Mindy Benson as a reference, I

was given the opportunity. There were no responses from any of the other businesses, and I accepted the position with Byron Linford at the Cedar City Offices. The event intern position began the first week of January.

As the events intern, I was given specific tasks. Byron discussed the three main events I would be working on: The Society of American Travel Writers' (SATW) convention dinner, the Fire Road Cycling Fondo and the Red Rock Relay. Each event is very different and I was excited to get started. Byron and I set up a work schedule for 10-15 hours a week, which would fluctuate depending on how much work load there was and the extra time I would need to spend during the weeks of the events. My main focus would be the SATW dinner. Byron informed me that he would let me take on a lot of this project with his guidance and help when I needed it. Along with planning the main elements of the dinner, I would be the liaison between the contacts at Multisports for the Fire Road Fondo and Byron. The internship would consist of contacting businesses and vendors, brainstorming ideas of my own to integrate into the events, running errands and doing some simple tasks, writing emails and other word documents necessary to the completion of the events, and working alongside Byron to ensure the events were coordinated correctly.

After learning about the internship and the specific events, I created a specific goal list for areas I could excel in academically, professionally, and personally throughout the experience. These goals are listed in the objectives section. During the internship, a daily journal was kept about hands on experiences, daily happenings, and tasks. This journal can be found in Appendix A. This helped keep track of what happened during the internship process, including a timeline of learned terms and concepts. Interviews and discussions were held with

company employees and supervisors to gather more information about the organization, learn from their previous experiences, and develop knowledge for the future.

## Objectives

Lists of general and specific goals were created for the internship experience.

The general goals were as follows:

- Develop a better understanding and capability for working in an organization.
- Apply and test advertising, event and organizational theory during the internship experience.
- Produce quality work that assists the organization in reaching goals and producing events.
- Identify the groups of stakeholders involved in each of the events.
- Expand and foster creativity by working alongside others in the organization.
- Create stronger task management skills when working on projects.
- Be willing and motivated to ask superiors for more projects and tasks in areas where knowledge is not as strong to build underdeveloped skills in the field.

Specific goals for the internship included:

- Become more comfortable calling people on the phone.
- Continue learning and growing in my understanding and skills in areas of design.
- Exert more confidence to my superior and the people I work with.
- Learn new skills specific to event coordination and planning that I did not know before.
- Build a contact base of references and businesses in the area and beyond for personal and business use in the future.

The daily journal about hands on experiences, daily happenings, and tasks clearly exemplifies the completion and growth in many of these areas (see Appendix A).

## Literature Review

Entering any organization requires specific knowledge in the field as well as both interpersonal and organizational communication knowledge. To prepare for this opportunity, an understanding of research and theories in the areas of event management, advertising, interpersonal communication, and organizational communication is needed. This literature review will look at specific theory within the areas of event management, advertising, interpersonal communication, and organizational communication. It will finish by examining public relations stakeholder theory. The focus will be on the specific areas of research in each topic and the way they relate to the internship experience.

### *Event Management*

Event marketing is increasing in popularity as consumers become harder to reach with messages bombarding them from all directions. Companies invest large amounts of time and money into these events without being able to measure the event's complete results and successes. Martensen, Gronholdt, Bendtsen, and Jensen (2007) tested the effectiveness of event marketing by applying their newly developed effectiveness model to a golf tournament event for the Danish brand Bang & Olufsen (B&O). Martensen et al. (2007) wanted to know, "how the model's driving variables such as involvement, emotions, and event attitude influence the brand attitude and buying intention" (p. 283). The model focuses on links between attitudes, emotions, and involvement. Questionnaires were given to event participants to gather information about these relationships. The questions were generic so the model can be adapted for other brands and events. To measure emotions, the researchers used 16 feeling statements developed by Hansen (2005) and Richins (1997). To measure attitude, they combined questions from three previous tests on the parts of brand attitude used to measure advertisement effectiveness. To

measure involvement, the researchers used 20 questions developed by Zaichkowsky (1985) that asked about personal relevance to bipolar adjectives.

A golf tournament was sponsored by B&O. B&O is a high-quality company that develops and manufactures expensive and elite technology products. The purpose of the event was to generate an atmosphere of openness and friendship between the company and their consumers, ultimately increasing customer loyalty. At registration, all golfers were given a bag with B&O products as well as items from other sponsors. After the tournament, lunch was served followed by an awards ceremony. An auction was also held to give away a B&O product. B&O branded the tournament with their logo on flags, banners, and other elements throughout the event. Personal interviews were held with the golfers before and after the event. The first interviews happened a week before the event and the second interview took place immediately after.

The answers to the questionnaire and tests generated interesting results. The research found that many of the emotions and feelings with the event mirrored the feelings the participants had about the brand. The luxury of the B&O brand was found in the golf tournament. Choosing the proper event that appeals to the target market and follows the emotions and attributes of the brand is critical in sending the proper message. The questionnaire adequately discovered participants' feelings about the event, stating that they enjoyed the event and registered positive feelings with it. Participants applied the positive emotions that were activated during the event toward the B&O brand, "which indicates a good fit between event and brand" (Martensen et al., 2007, p. 291). The experiment also showed that participants who were more active in participating in the event registered more positive feelings with the event. This is

an important thing to remember when planning an event. Attendees need to be able to experience something.

The research proved that the model is effective in evaluating participants' feelings and emotions about a brand and its event. The event that is chosen and how the brand is represented are both important elements in planning the right effect. This is something to carry over into the internship: how the style of the event and the portrayal of southern Utah will resonate with the travel writers after they leave the event. The events are already in place, but even the small elements that build the structure and experience can aid in developing the correct experience for the attending audience.

Smith (2008) examined the different channels used by event organizers. She stressed the importance of understanding both the angles of marketing from the organizers and how the attendees sought out event information. She gathered her information by interviewing event managers and event attendees. When planning an event, the most important thing to discover is a way to inform possible visitors so you have attendees at the event. Smith (2008) provides a list of several ways to inform visitors, including "brochures and flyers, broadcast and print media, the Internet, travel companies, and word of mouth" (p. 24). When trying to market an event, the event managers need to try and determine where their target audience is going to best receive the event information. To do so, they need to understand the factors involved in their event: purpose, target audience, cost effectiveness, and partnerships (Smith, 2008). According to Smith (2008), most event managers do not evaluate this information, but instead choose their marketing avenues by gut feelings or past methods.

To conclude the research, Smith (2008) matched up the event marketing channels and the consumer sources for information to see if they were similar. Many differences were found.

Event managers believe the Internet is a great source for marketing all events, while participants say this method is only effective for tourists. Managers also rely on television and radio advertising, but attendees said word of mouth and past experiences at similar events is what entices them to get more information or attend the event. The marketing strategy for every new event will need to be new and different. Research needs to be conducted to understand all the elements and facets of the event and its target audience. Even though an organization has done its events a certain way in the past, there might be an enhanced or different way to do things in the future that can be discovered through research. Part of that research includes elements of advertising.

Because events are increasing in popularity and importance, more schools are introducing classes that educate students on skills needed to prepare and manage events. Beaven and Wright (2006) examined this new area of curriculum and how it aids students in finding employment in the field after graduation. Their research showed that schools use different avenues to prepare students for employment, including: “work placements and experience, professional development training, and opportunities to gain experience of running live events” (Beaven & Wright, 2006, p. 17). They surveyed employers and asked them questions about hiring a recent graduate with event experience and without experience. Over half of those surveyed expressed the strong importance of hiring someone with some experience (Beaven & Wright, 2008). They delved even deeper into the desires of employers, asking them for specific attributes they look for in applicants. There were eight attributes employers expected from graduates: written communication, willingness to learn, reliability, commitment, oral communication, flexibility, self-motivation, and time management. The attributes they felt were most important contained those eight, but also included: problem solving, sector knowledge, the ability to cope under

pressure, and enthusiasm and passion (Beaven & Wright, 2008). All of these attributes can be developed through experience.

In conclusion, engaging in an empirical learning experience is beneficial for a student. By engaging in that sort of opportunity, students also generate and foster the other skills sought after by employers. To improve graduate employability, these types of opportunities should be provided in the curriculum. Not only did I take Mindy Benson's event management course, but I also had this outside, real-world experience through the internship that will assist me in skills needed for a job after graduation.

### *Advertising Theory*

To better understand how to market to their target audience and how to catch their attention, advertisers spend a lot of time and money researching their specific audience. As the world becomes more diverse, people are realizing different aspects of advertising persuade different types of people. Continued research in the field of advertising also lends a hand in understanding the consumer and how they think and feel. Many researchers today discover new aspects of advertising that influence the way consumers are targeted. Several things are associated with target audiences. Several things to consider are the elements of the audience culture. How do different cultures play a part in advertising? What differences are found in advertisements across cultures? Previous research has been done in the area of intercultural advertising. This section will examine and discuss previous research about the role of culture and cultural differences in advertising and neuroscientific research in advertising important to the development to the field and useful for both novices and professionals in the industry.

Several researchers have addressed cultural gender differences (Sadek-Endrawes, 2008), individualistic and collectivist characteristics in cultures, cultural symbols, and humor

differences in advertisements (Diehl, Terlutter, & Weinberg, 2003; Han & Shavitt, 1994; Lee & Lim, 2008; Sotnikova, 2010). Each researcher has applied these aspects to advertising and the effect they have on the audience's perception of an advertisement. Viewing the previous ways researchers have studied culture and advertising provides adequate knowledge and information to build on, as well as information to aid in participation at an internship.

Sadek-Endrawes (2008) addressed cultural gender differences in advertising, focusing on the cultural background of a consumer and its effects on the perception of a man or woman in an advertisement. The rationale for his research was to sharpen the understanding on how advertisers can improve their ads. Sadek-Endrawes (2008) felt companies and advertisers should have a firm grasp on the culture of their target market to increase revenue by minimizing gender issue mistakes. He based his cultural definitions on Geert Hofstede's (1991) layers of culture and his five types of cultural dimensions: individualism and collectivism, masculinity and femininity, the power distance, uncertainty avoidance index, and long term orientation. In his study, Sadek-Endrawes (2008) showed participants visual advertisements for an almost identical product, but one included a male or masculine traits and the other ad featured a female or feminine traits. The participant had to choose which of the two ads they preferred. He also asked open questions about sexual content within male and female advertisements and stated their opinions along with the participant's country.

Responses from the participants included in the results brought about strong raw data. One respondent, in comparison to U.S. ads, said, "Swedish commercials are more humorous" (Sadek-Endrawes, 2008, p. 46). An Iranian participant said, "They do not show advertisements about underwear or drinks in my country" (Sadek-Endrawes, 2008, p. 46). After evaluating these statements, Sadek-Endrawes (2008) found that participants from the same culture did not

always have similar responses to the ads. In fact, most same-culture participants had opposite opinions. From this data he determined that gender perceptions depend more on consumer personality than their culture. His results concluded that feminine or masculine cultural background does not shape the perception a consumer has about a man or woman in an advertisement. The perception about the people portrayed in an ad depend on whether the consumer themselves is a man or woman and his or her specific personality. Because his study was conducted at a university where international students were outside of their culture, limitations include less reliable results. Further research could examine participants in their natural setting, surrounded by aspects of their culture. This would eliminate the external influences from the culture they were in when they took part in the study the first time.

Sotnikova (2010) examined the self-concept of women in advertising in different cultures. She focused on the business to customer market, which targets a large audience in a shorter duration of time. The goal is to maximize sales through repetition and images that enhance customer awareness of the brand identity. Sotnikova (2010) focused on females in her research since current literature states women make up a larger percentage of the spending market and refers to consumers as “she.”

Previous advertising was supposed to apply to all consumers, but over time advertisers began to study their target markets and consider: gender, income, interests, and culture. “Culture differentiates one group of people from another and includes not only patterns of people’s behavior but also their language, traditions and rituals, religion, food, clothes, art, music, literature, and their lifestyle in general” (Sotnikova, 2010, p. 3). These same elements are important to consider when planning and marketing events. In further understanding culture, Sotnikova viewed Hofstede’s five cultural dimensions.

We know cultures view gender differently and part of the reason for why they do depends on what type of culture they are: individualistic or collectivist. An individualistic culture can be described as a culture that is independent and values the self. People think for themselves, engage in personal choice, and share their opinions. The focus is on self-identity and people value separateness. The people in this particular culture are persuaded with the thought of individual benefit. There is flexibility in social roles and upward mobility. Examples of individualistic cultures are the United States and Western Europe (Diehl, Terlutter, & Weinberg, 2003).

On the contrary, a collectivist culture expresses self within a peer group. There is an emphasis on togetherness and creating relationships. The group and its success is the focal point of life. There is a strong loyalty to social norms and respect for authority, which usually depends on age and gender. People do not want to stand out from the societal norms and are persuaded by family or group benefits. Examples of collectivist cultures are Asia and the Middle East. Obviously, because these two types of cultures are contradictory, the same advertising approach in influencing them would not be effective, nor would the same approach for creating an event (Diehl, Terlutter & Weinberg, 2003).

Academic studies have also been done on the topic of individualistic and collectivist persuasion. According to Gurhan-Canli and Maheswaran (2000), “recent research in consumer behavior and cultural psychology has shown that consumers exhibit different behavior responding to marketing stimuli across cultures” (p. 4). Norms and values have a large influence on these differences in consumer behavior. Cultural orientation establishes how effective certain types of advertising will be on the population. For individualistic cultures, competition and brand comparison is effective in product promotion. People buy the product or use the service

that is superior or has something better to offer than its competitors. In a collectivist culture, competition is advanced through the cooperation of products, or connections brands and products have to one another (p. 4).

Gurhan-Canli and Maheswaran (2000) specifically researched the effectiveness of the persuasive appeal of comparative advertising across cultures. Comparative advertising is a popular approach in the United States. The battling of brands is consistently seen in the United States media. Which soup tastes better, Progresso or Campbell's? Will you buy a Mac or a PC? This type of advertising is encouraged because it promotes competition and gives the consumer a choice.

Other countries, like Thailand, have kept a firm grasp on how this type of advertising is used. Thailand, being a collectivist culture, integrates comparative advertising that exemplifies similarities between products, not a comparison based on superiority that is generally found in U.S. advertising. Gurhan-Canli and Maheswaran (2000) conducted an experiment in these two countries, the United States and Thailand, "to explore the effect of cultural orientation on the relative effectiveness of superiority and similarity based comparison strategies [... and] identify product familiarity as a factor that [...] influences the believability of comparative advertising across cultures" (p. 5).

This study concluded that advertising needs to be specific to culture and "that cultural orientation also has a systematic impact on rational appeals such as comparative advertising" (Gurhan-Canli & Maheswaran, 2000, p. 23). They found emotional appeals to be more persuasive in collectivist countries while rational appeals work best in individualistic ones. While emotional appeals are more persuasive in collectivist cultures, rational appeals can also be successful if they are tailored to the culture. Their research findings agreed with previous

research that content in advertisements is specific to culture and diverse innovative advertising strategies need to be used for different cultures. They also found that cultural background influences which advertising appeal is used.

Limitations in the study included the acknowledgement of the previous attitude towards a brand that the consumer already held. Individual opinions possibly influenced research participant's data. Another limitation was the use of only two countries in the study, the U.S. and Thailand. Only having one country from each type of culture, collectivist and individualistic, leads to generalizing. A third limitation was the use of only one product in their research. Use of multiple products could strengthen the gathered information.

It is the age old question, "What motivates consumers to buy a product?" While it may seem impossible to answer, it does not hurt advertising professionals to examine the consumer from every angle. We have just discussed aspects of culture and gender, but it is also important to consider emotions and motivation. Robert Heath is one researcher who looks specifically at attention and emotion in advertising. In examining the research of Heath, we will start by looking at his book published in 2001, "The Hidden Power of Advertising." The book challenges the conventional ways of thinking about advertising. Heath focuses on consumers and their interactions and communication with brands. He introduces neuroscientific research on the brain to define consumer thinking and introduce his tool: low involvement processing.

Almost every review of the 124-page book found it extremely informational and a great book for the progress of the field. Rob White from Fallon, a well-known advertising agency in Minneapolis, Minnesota, even went as far to say that it is a "must-read." One comment came from Dr. Robert D. Deutsch of Doyle, Dane, and Bernbach (DDB) Worldwide. Deutsch said, "Mr. Heath has had the presence of mind to consider the mind the way we all experience it - as

an emotive rather than a motive construction machine. Marketing managers, take heed” (Heath, 2001).

Heath (2001) reiterates an advertising view that says effective advertising must be persuasive. He relates this specifically to measuring recall. Other research disagrees with this statement and has shown that the ability for a consumer to remember an ad is not associated with the persuasiveness of the ad. Research concurs with him in the importance of emotions, showing that ads with more emotional content generate more awareness in consumers (Research from Millward Brown, a global market research organization focused on brands and media). In creating something more effective, Heath should have focused more on emotion in this article, like the title suggests he would do.

Heath is on the right track with his focus on emotions and low levels of attention. Heath looked outside the field of communication and delved into the study of the brain. Knowledge of the brain and how it works has changed immensely in the last decade and will continue to change as time goes on. As more about the brain is learned, new tools can be developed, just as Heath developed his idea of low attention processing. Whether people agree with Heath or not, his research has a positive outcome. Research continuously leads to more research. If someone disagrees with Heath, they develop an idea of thinking all their own and if they can produce theories or research from the disagreement, it continues the development of the field.

Heath’s research was particularly interesting because of his focus on the brain. This area of research within advertising is intriguing. What triggers consumers? Why do they buy the things they do? What makes them choose one brand over the other? These questions are part of the million-dollar mystery. If someone could discover the secret, they would be rolling in the

dough. Until then, we continue research and development in hopes of influencing the consumer better than the competitor.

### *Organizational Communication*

Another area of communication research pertinent to an internship experience is organizational communication. An understanding of previous research will aid in the assimilation process when entering an organization because of the definitions, descriptions, and evolution through time the research provides.

At its onset, the study of organizational communication struggled to gain recognition. Now, as people realize that an organization is built by communication, they are seeing its importance. It is amazing to see how past researchers and their theories have contributed to this field. Organizational communication has been established and examined, but the overall study of organizations needs to be further developed.

So often, especially in this field, theories and applications merely brush the surface. Organizational communicators accept the basics and they do not consider the continuation, changing and development of communication over time or within different groups or dynamics. Through his time and research in the field, Redding encouraged communicators to change this process by challenging what is already known and learning from each communication situation by reasoning inductively.

Four features of Redding's practice in the field were mentioned, "belief in human progress through empirical investigation, power of critique, message exchange as the core of organizational communication, and need to understand the socio-historical and diverse theoretical underpinnings of our discipline" (Buzzanell & Stohl, 1999, p. 326). Each feature encompassed an area of his research that was backed with practical and observed support. Every

characteristic focuses on sincerely delving into aspects of communication and not just accepting a communication situation without critically thinking.

Redding's main focus is how these features and other aspects of communication influence an organization or workplace. How can communication make an organization an enhanced place to be and work? Redding tries to explain through his research and publications how to develop this area. He addresses organizational leaders and communicators, telling them to view the current situation and culture of the organization: what are the issues, practices, goals, assumptions, and values? Who is sending messages and how are they being received? How is the communication evolving in the workplace?

It all comes down to challenging what people say and thinking critically about what is happening within the organization. We are watching the rich get richer and the poor get poorer because people assume their superiors know all. There is not enough critical thinking in the workplace about what is being communicated from one person to another. Interactions can still be positive, but more can be learned and discovered when people stop being complacent and start being proactive in their interactions at work. Redding writes that the past mirrors our future. Discover the communication problems and barriers of the past and let the communication within your organization evolve and change to create a more positive and understanding work environment.

Eisenberg looks specifically at three early theories: classical management, human relations, and human resources (Eisenberg & Riley, 2001). Eisenberg (2001) believes that using theories is important in defining and discovering something, specifically how we learn to talk about and deal with the issue or topic. The way people converse about something leads into the possible solutions and reactions. Eisenberg goes on to discuss the three Ps of historical writing:

partial, partisan, and problematic. At the end of the partisan discussion, Eisenberg says, “When we speak, we tend to represent our views of situations in ways that favor our interests and goals” (Eisenberg & Riley, 2001, p. 56). The partisan principle encompasses this effect of communication. It is also such an interesting element to consider within an organization. People are supposed to be working together for the common goals of the company, but they may also be communicating to benefit themselves personally instead of considering the collective whole.

Organizations have often been likened to a working machine, a metaphor originating in classical management approaches. Eisenberg and Riley (2001) discuss this approach throughout history. So many interesting aspects of the world’s past play an important role in shaping today’s organizations, from the Civil War to the Industrial Revolution. In this perspective, workers are cogs within the machine that are to simply do their jobs. They are submissive to supervisors and do not argue their rules or protocol. This idea seemed to be the effective form of communication within the workplace during the nineteenth century. Information traveled in the form of commands from top to bottom, managers to workers.

In his reference to the Civil War, Eisenberg (2001) discusses narratives of resistance. He defines them as the stories of the defenseless or ordinary, bottom of the barrel people in an organization who express their emotions through a song, poem or other source. Who are these people within an organization? How do they express their narratives? The element of communication plays a critical role in how these narratives are delivered and received.

Eisenberg (2001) continues the chapter discussing other theories, all with their own important implications and knowledge that shape today’s definition and examination of organizational communication. The theories cover one end of the spectrum to the other. From the bureaucracies with their formal rules and top-down structure, to the employee involvement,

and appreciation found in human resources. Each theory is different, but through examination of each one and how they have been implemented in the past, we can discover a better way to run organizations in the future.

Cheney (1983) begins his article by referencing the studies of Kenneth Burke and his “rhetoric of identification.” According to Cheney (1983), a wider lens needs to be used when investigating Burke’s research (p. 144). Cheney believed that viewing the research this way would aid in understanding how Burke saw identification as the main purpose of social interactions, increase the knowledge of the derivation of identification’s rhetoric and expand the ability to apply identification in other areas, such as organizational communication.

Cheney reiterates the constant communication involved in organizations. He refers to the hierarchies and divisions common in today’s organizations as the main reason for people to respond with the need for identification (Cheney, 1983, p. 145). People need to feel like they are a part of something, whether that is in an organization or through something outside of it. Cheney mentions the problems that this can cause, having an employee feel like part of a group that holds contradicting values with the organization they work for. One way to eliminate this problem is to cultivate an atmosphere of belonging in the workplace. Make sure people feel like they are an important part of the organization and generate an environment of teamwork and togetherness. Cheney refers to people watching a television show to identify with a group, an idea from uses and gratifications theory.

The article continues to discuss strategies of identification. Using Burke’s research, three strategies were developed. The first strategy is the “common ground technique” wherein goals and values are presented explicitly from higher members of an organization to others (p. 148). The second strategy is identification through antithesis. This strategy is extremely interesting.

Organizations identify enemies or villains outside the organization. Discussing and fighting against them helps unite all members of the organization. Currently we see this strategy being used to promote the purchase of goods made in the United States. The enemies in this situation are foreign companies making products purchased by Americans. This is a tactic regularly seen in commercials and ads. Companies infuse a sense of togetherness, making the consumer feel like part of a group when they use a certain product. Coca-Cola wants their buyers to feel like part of a special set of people, with Pepsi as its enemy. This strategy definitely works. People who are a part of the “Coca-Cola Club” literally turn their noses in disgust at the thought of a restaurant that only has Pepsi products. The third strategy is the assumed or transcendent we. In this final strategy, corporations are found using the pronoun “we” like a demand. Interestingly, being automatically included by the word “we” is overlooked by people in the organizations. This is because people enjoy being included in something.

Understanding the research of both Burke and Cheney is critical for comprehending organizations and the individuals that compromise them. Using these strategies, we can learn how to manipulate and control members of an organization or promote unity and togetherness. Identification is an important part of organizational life and one that is cultivated in today’s corporations, ultimately promoting organizational interests. All of the aforementioned research in organizational communication can be applied to any workplace, including my experience in the Cedar City offices.

### *Stakeholder Theory*

As part of evaluating the organization and the internship experience, Freeman’s (1984) stakeholder theory was applied throughout. Stakeholder theory seeks to examine both who and what matters in the day to day workings of the organization, important elements in determining

actions and making decisions for the organization. “Stakeholder theory...provide(s) direction in developing practical implications for...communication” (Ulmer, 2001, p. 591). Stakeholder theory is so applicable to my internship at the city offices because of its focus on relationships.

Stakeholders can be any person or group with an influence, identification, or connection to the organization (Freeman, 1984). That being said, there could be many stakeholders in the organization and they must be identified, organized, and prioritized. The organizing and prioritization of stakeholders will change depending on the situation. Specific to the city offices, stakeholders would change with each different event. One big difficulty in defining the different stakeholders is identifying the difference between stakeholders and the general public. “The terms stakeholder and public are often used interchangeably, but that should not be” (Rawlins, 2006). Rawlins describes these two groups saying stakeholders hold relationships with the organization while the public has relationships with the messages. Grunig and Repper (1992) differentiated the two groups stating, “organizations choose stakeholders by their marketing strategies, recruiting, and investment plans, but publics arise on their own and choose the organization for attention.” Publics can be further broken down and related to by their demographics, geographics, and psychographics.

Stakeholders are also categorized into groups. These different groups are not always chosen by the organization. Public relations literature alludes to the linkage model by Grunig and Hunt to aid in evaluating these stakeholders. Their model has four linkages that categorize the stakeholder relationships with the organization: enabling, functional, normative, and diffused (Grunig & Hunt, 1984). Enabling linkages recognize stakeholders with some control or influence over the organization. For the SATW dinner, this would include Mayor Burgess and Maria Twitchell and Bonnie Char from the tourism office. The functional linkage sees

stakeholders who are necessary to the role of the organization. Employees of the city office working on this event are included in this category, specifically Byron Linford, Danny Stewart and myself, as well as Cedar City residents, and businesses. Normative linkages are the groups that hold a common interest with the organization. For the dinner, groups that are working with us include tourism and the local national parks. The diffused link includes stakeholders that are not always involved, but become a bigger stakeholder depending upon the actions of the organization (Grunig & Hunt, 1984). The travel writers would be included in this stakeholder group. Once the stakeholder groups are determined, they must be prioritized. For the dinner the prioritization will go as follows: diffused, enabling, functional, and normative.

## Discussion

The main project and finale to my internship was the SATW dinner. This discussion section will illustrate how I connected the concepts within my literature review to my work during this main event. The elements throughout the event related to the research. To show this clearly, I am going to exemplify connections by separating my discussion into three sections mirroring the literature review: event management, advertising theory, and stakeholder theory.

### *Event Management*

Research from Martensen et al. (2007) in the literature review focused on the links between consumer involvement with a brand during an event and the consumer attitudes and emotions. They concluded that the emotions and feelings consumers have with an event are the same emotions and feelings they then associate with the brand connected to the event. In designing the SATW dinner, I knew that I had to create something that appealed to the travel writers and would exemplify the attributes of southern Utah. The message that needed to come across was one that reminded them of the great time they spent here and get them to associate more positive feelings with the area of southern Utah before they left the next day. In creating that experience, the Old Hollywood theme was born.

Experience was also a key element in the event management research. The event needed to be something the travel writers could participate in and remember. The old movie trailers being looped on the walls, the floral centerpieces with red rock and local flowers, the movie posters on display, and all of the favors that were there for the attendees to take home aided in giving an experience that was different and involving. The favors they took home would remind them of the event long after they had gone home.

Smith (2008) discussed the importance of reaching the target audience to inform them about the event. In the case of the SATW dinner, there was a captive audience. The travel writers were already coming for the convention, so most would attend the closing dinner. When James Poimeroo, one of the heads of this chapter of writers, came to talk to us about how to market to this group of travel writers, Byron and I gave him specific information about our dinner so he could send along the information to get them excited about it.

### *Advertising Theory*

I believe advertising and events go hand-in-hand. The SATW dinner was all about advertising the area of southern Utah. Continued research in the area of advertising expounds on the importance of advertisers knowing their audience. Knowing this, I did research to figure out who our attendees were. I wanted the updated numbers as people registered for the convention so I would know how many people. I wanted to know if they were writers, bloggers, or photographers. I needed to know how many men and how many women there would be. I also needed to know how old these people were, whether any of them were vegetarians or vegans, and if any of them smoked. Not all of these attributes were important to the advertising aspect, but they were important to the development of the event. We needed an area for smoking and a meal option that would make the vegetarians happy. As stated in the event management section, if they were happy with the event, they would attribute that emotion to the brand.

Heath (2001) focused on the consumers' interaction and communication with brands. The travel writer dinner was a great way to have the consumer interact with the area of southern Utah and remember the time they spent here for the convention. The research in advertising was applicable to the planning and executing of the dinner, specifically in the audience research and design aspects (see Appendix F).

### *Stakeholder Theory*

Stakeholder theory asks: who and what matters? I needed to know my audience and the message I was trying to send through the dinner. Based on stakeholder theory, I identified the stakeholders for the event and I designed specific elements of the event (see Appendix A and Appendix F). All in all, the event was about sending a message (utilizing event and advertising theories), and communicating with others in delivering the message (utilizing organizational theory), all while asking who and what matters (the focus of stakeholder theory). Recognizing theory and previous research and then putting it into practice helped me distinguish how theory is applied and how it works.

## Conclusion

Throughout the semester, the internship aided in developing needed skills and information for a future career in the field. Keeping a journal of daily tasks and projects assisted in future tailoring of a resume and examples to show employers in a potential interview. Overall, the experience was extremely beneficial for the future. Not only did I learn a lot about what it takes to put together an event, I challenged myself through my objectives and grew in areas that I wanted to.

When I first started the internship, I was fairly timid and unsure of how to go about my jobs and tasks. I can be introverted and I am definitely not confrontational. I was not sure how I felt about contacting people I did not know or asking for things from people. As time went on, I gained a lot of self-assurance. I learned the importance of having confidence in this position. I also learned that to get things done, I needed to be more assertive.

As I looked over my list of general goals and objectives created before the internship, I gained a sense of accomplishment knowing that I worked hard to achieve the objectives I had set for myself. My first goal was to develop a better understanding for working in an organization. As I spent time in the office, I paid attention to the daily workings and happenings. Watching others work together and how projects and tasks are moved through the office helped me understand the workings and communication needed.

As I examined the happenings of the office, I noticed many of the organizational communication theories at work, specifically the views of Redding and his focus on communication. The office was a better place to be when communication was flowing. Days when everyone was doing their own projects and there was not much being said between employees changed the atmosphere of the workplace drastically. As Redding said in his

research, communication changes depending on the current situation of the organization. At the city office, the communication was different depending on the goals and deadlines we were working on. As things were more pertinent, there seemed to be more communication and encouragement to aid each other in getting everything done.

Along with the elements of my literature review, I wanted to identify stakeholders throughout the events I worked on. Because I focused mainly on the SATW dinner, I tried to recognize who would benefit from the different projects I was working on and who it was aimed at. I narrowed down the different categories of stakeholders and who was involved in the event.

The last four goals I made all coincide. I wanted to expand my creativity. In working on the projects and doing something I had not done before, I had a chance to think in a way I had not. It was different than coming up with designs for an advertisement because I was designing an event. Byron let me have free reign in a lot of my projects which led me to try and push myself to think of the best way to do things, leading me to accomplish my goal of producing quality work. I did my very best in researching and asking questions to bring something to the table that could have been done by a professional in the business. In doing that, I also reached my last two goals: create stronger task management skills and be motivated to ask my supervisor for more projects and tasks. I was extremely organized throughout the process, keeping track of every detail and writing things down in my calendar and note sheets. Byron was also really busy, but I made sure to ask him for extra tasks and other things I could do to help, even if they seemed mediocre.

I believe it is clear from reading my daily journal that I worked hard to complete my goals. I truly am so appreciative that I was given this opportunity to learn and grow. This

internship prepared me for the workforce in a way that I would not have been able to gain anywhere else.

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## Appendices

### Appendix A. Journal

#### Week One – January 8-14

I came in for my first day and was introduced to my supervisor, Byron Linford, the Events Director for Cedar City. Byron described the three main projects I would be working on for the semester

1. American Society of Travel Writers Convention Dinner
2. Fire Road Cycling Event
3. Red Rock Relay

After gaining some understanding about the events, Byron took me around the city offices to meet other people I might be working with, including Dan Stewart, who deals with most of the design and social media, and Brennan Wood, the Economic Development Director. Because some of the events will take place in the Heritage Center, we also took a tour of that facility. While there I was introduced to Jason Clark, the Managing Director of the Heritage Theater.

My first project was to create a catering request for proposal (RFP) for the Travel Writers dinner. I had never heard of an RFP before so I did some online research on how to develop one. I had certain information about the look and feel of the event that helped me develop the parameters for the RFP. After finishing the RFP and getting it approved by Byron, I contacted seven different entities from the catering contact list to see how they wanted to receive the RFP. The RFPs were then emailed or faxed to each business. I also began research for the event.

Notes for developing the RFP:

- Beef or lamb, fish or chicken, and a vegan dish
- 100 people
- The event will provide the beer and wine, caterer may need to serve (can do a cash bar)
- 4 course meal
  1. Hors d'oeuvres served cocktail style
  2. Salad – can be creative
  3. Entrée
  4. Dessert option

- Table service, no buffet
  - Heritage Center
  - Incorporate locally-grown/made items (cheese, jelly, animals)
  - Price & quality driven
  - Break out portions – can bid on desserts or appetizers only
  - Looking to put together volunteer base to help serve-would have to meet with caterers
  - Black tie/formal
  - Thursday, June 28<sup>th</sup> 7-10 pm
  - \$4,000-\$6,000 budget (do not include on RFP)
  - Needs to be in by February 1<sup>st</sup>
  - Contact: Depot Grill, Rusty's, Milt's, Bard's, Garden House, Chartwell's, Artful Edibles
- (I learned the importance of including everyone and keeping it local when working for the city)

Ideas for the dinner:

- Do an old Hollywood menu design (found in LA public library-1920s menu) ex. Café Brandstatter's Montmartre in Hollywood and Musso and Frank Grill
- Centerpieces: Incorporate outdoor/red rock, candles, branches, stones, sage, water

## **Week Two – January 15-21**

I started research to find linens and napkins for the convention dinner. I went over to the Heritage Center to see how many round tables we had and how many people I thought would look good around each. Byron, Jason and I also discussed some specifics for the venue like table placement, colors, staging and garbage cans. We got a small blueprint of the area the dinner will be held in and plan to blow it up and set everything to scale in our own model to send to the Society of Travel Writers. There are 5' and 6' round tables and we decided to use 13 6' tables with about 8 people around each. We are also going to have four 8' rectangle tables. I called Forevermore Events in St. George to get a quote. Byron and I decided to do black and white linens and to incorporate any color into the centerpieces.

Forevermore Pricing:

White Tablecloths: \$22.50/Table

Black Tablecloths: \$16.50/Table

90X90 Black Runner: \$9.50/Table (will almost hit the floor)

81X81 Black Runner: \$12.75/Table (will go over the edges)

Black Napkin: \$.75/Napkin

White Napkin: \$.99/Napkin

I called Celebrate the Occasions in Cedar City, but they do not rent linens. I also contacted Superior Party Rentals that has now merged with Forevermore Events. The last place I am trying to get in touch with is Wedding & Dance Décor in Cedar City. They haven't answered the phone yet this week, but it says online that they have linens, so I want to try and get a second quote from them.

I also started looking for local musicians that could play the background music for the event. So far I have Kaitlin Sevy and Steve Swift, but I cannot find contact information. I sent an e-mail to Steve Swift about the event to get a quote from him. I am also contacting Ryan Paul, curator at the Frontier Homestead, about getting movie posters and setting up a meeting to get his ideas for the event.

I got a response from Steve Swift about entertainment. He also informed me that Kaitlin moved to St. George, but I still want to find a way to contact her for the event. Steve usually charges \$100/hour, but quoted \$250 for the 3-hour event. He has all of the equipment he needs; all he'll need is the space and a power plug. I also found a jazz band from Salt Lake that I think would be great for the atmosphere: Rob Bennion Jazz Band.

When looking up ideas for centerpieces, I found a picture of an event with the exact color of chairs we have and white tablecloths. This helps us picture what the tablecloths will look like with our chairs.

### **Week Three – January 22-28**

After another failed attempt to get in contact with Brooke Twitchell at Wedding & Dance Décor, I went to her website and sent an e-mail with all the information asking her for a linen quote.

Hi Brooke,

I've tried to catch you on the phone, but I keep missing you! I am getting linen quotes for an event Cedar City is putting on this summer, June 28, 2012. It is a formal dinner and we are looking at black and white linens and napkins. We have 13 six-foot round tables and 4 eight-foot rectangular tables. There will be about 100 people at the event, so we'll need 100 napkins. We'd be interested in black tables with white napkins or vice versa. If you have other ideas or options, we'd be interested in hearing them. I'm excited to

hear back from you. If you have any other questions, feel free to contact me on my cell phone at (435) 592.0304. Thank you Brooke!

Caitlin Dancer

Cedar City Offices

I received one of our first RFPs back from Amani at Artful Edibles. She bid on the appetizers and desserts. I met with Byron and shared some of my latest information and ideas and he gave me some more tasks. I called Ryan Paul at the Frontier Homestead to set up a meeting on ideas for the dinner and some items he has for display. Byron and I are going to meet with him around 11 today after we meet with Maria and Bonnie at the tourism offices. I also called Cedar Area Transportation Services (CATS) to ask about using them to transport some of the travel writers on Wednesday, June 27<sup>th</sup>, but got no answer and will try later. I also tried to contact Melissa at the Artisan's Gallery about displaying local art at the dinner, but again got no answer so I decided to send them an e-mail.

Hi Melissa,

My name is Caitlin Dancer and I am working with Byron Linford at the city offices. We are hosting the convention for the Society of American Travel Writers this summer and are concluding their week with a dinner at the Heritage Center on Thursday, June 28, 2012 from 7:00 p.m. to 10:00 p.m. We are really trying to bring out the local talent and would love to have some paintings or sculptures from local artists to display during the dinner. I was wondering if Artisan's Gallery would be able to provide art for the evening. If you have any other questions about the event, do not hesitate to email or call. My cell number is (435) 592.0304.

Thank you!

Caitlin Dancer

Cedar City Offices

I got an e-mail back from Wedding & Dance Décor. They informed me that they sold the business to a couple up in Salt Lake City. The meetings on Tuesday all went exceptionally well and I learned a lot. Byron and I ran over to the Artisan Gallery and a note on the door said they were closed until the first week of February, so we're hoping they'll respond to my e-mail or we'll just contact them again in a week or so. The meeting with Bonnie and Maria assured me that we were on the right track for the dinner and helped me understand their ideas for the evening. It was good to brainstorm in a group of four, a lot more gets done. Notes from the meeting with Maria and Bonnie:

*-We need to display the photos from the photography shoot contest during the dinner*

*-We should look at getting tall cocktail tables for the 30 minute “cocktail hour” at the beginning of the evening. (Maria thought we could find these fairly cheap on eBay and purchase them to have at the Heritage Center)*

*-There is going to be a special cocktail offered during the “cocktail hour”. It is a sour green apple martini. We need to think of a way to name it something creative that incorporates Utah. We also decided we should give them two so they have an option. Not only because people like choice, but because the men might not like having a green martini. We thought the other drink could incorporate gin and juniper.*

*-I brought up my idea about printing matchbooks for at the tables. I saw this idea when researching old Hollywood menus and Byron informed me that there are smokers attending the event. At the old Hollywood restaurant, Frank & Musso, they set a matchbook by every plate. Maria thought this would cost too much, but we all decided that finding cheap, blank matchbooks and getting our own sticker or way of personalizing them is a great idea! That being said, we need to design a logo for the top of the menus and the matchbooks.*

*-The dinner needs to have a story that pulls all the attendees in. We thought this would be: retracing the steps of original movie making in the West.*

Notes from the meeting with Ryan Paul at Frontier Homestead:

*-The first movie in Utah was The Covered Wagon and the most popular was Deadwood Coach.*

*-Ryan can write a script for the beginning of our video that plays before dinner. It should be 2-3 minutes. Ryan will have a draft of the script to us by the end of February.*

*-We decided that spending the money to hire a professional videographer/producer is worth it to make the video look really good. Ryan has a few ideas of people to contact.*

*-We decided to play trailers from the films instead of clips. This video will be 30 minutes long and loop throughout the dinner.*

*-We walked through the museum and found a lot of neat props and items that could be displayed in the Heritage Center. There is a stagecoach from the movies that we would love to set outside by the entrance to the event. There are also some of the movie posters, props and photos from Cedar City in the 1920s and 30s. We want to put some of these photos up on display, including one of the Forlorn River Cast and Trains Leaving the Depot. There are also pictures of the old theatres.*

I have been looking up high cocktail tables to buy online. The cheapest I can find them is about \$80 or \$150 for the nice, sturdy ones. I called Mindy Benson at the SUU Alumni Center to ask about the tall tables they had at the SUU campaign kickoff. She led me to May Hunter at Wedding Décor and More. I called May and got a quote for linens and tables:

Black or White Tablecloths: \$8/table

Black or White Napkins: \$0.15/napkin

Cocktail Tables: \$7/table (She has 15 of them)

I called CATS transportation again about having them help us transport the travel writers on Wednesday, June 27. They said they usually do not do that but might make an exception for the city. The lady who knows won't be in until Monday and I left a message for her to call me. I called May back and reserved 7 of the cocktail tables for our event and got a quote on 100 gold and black chairs.

#### **Week Four – January 29-February 4**

Tammy from CATS called me back and told me that they are unable to help people with transportation outside the parameters set for them or they lose their funding. She told me to contact Danny Cowan at the Iron County bus garage, but I did not think school bus transportation fit our event. Byron agreed and told me to contact the Mesquite Bus Lines and ask them what size shuttle busses they have and how much they cost. I called them and they have two 14 passenger shuttles they use up at Brianhead during the winter. She said we could use those shuttles or another larger bus. She is sending me a quote for the day and seeing if it's cheaper to charge an hourly rate or by miles. I am supposed to get an email from her today by 5 p.m.

I touched base with Ryan Paul at Frontier Homestead to see how he was doing and if there was anything he needed from us. He said he is still working on everything and still plans to have his first draft to us by the end of February.

May quoted me on the black and gold chairs. She usually charges \$495 for 100, but would give us a deal because of the advertising and charge us \$250. Byron and I talked over her costs. May had told me on the phone that she does not make any profit on her linens so we decided to tell her to charge us \$0.25 for the napkins instead of \$0.15 so she can make at least \$10. We are going to give her the linens for the event, but we haven't made a final decision on the chairs. Byron wants me to look up cool ways we can fold the napkins for the event. We decided on white tablecloths and black napkins.

I googled James D'Arc, author of the book *When Hollywood Comes to Town: A History of Moviemaking in Utah*. After finding a way to contact him, I emailed him about our event. We are planning on giving away 80 copies of his book as gifts for the travel writers. We wanted to ask James if it was possible to get a deal on 80 autographed copies.

Dr. D'Arc,

Hi, my name is Caitlin Dancer. I am currently an intern at the Cedar City offices and am working on an event taking place at the end of June in Cedar City. The event is a convention for the Society of American Travel Writers. To conclude the convention, we are holding a dinner on Thursday, June 28 and want to give it an Old Hollywood feel. We have been using your book, "When Hollywood Comes to Town: A

History of Moviemaking in Utah", as inspiration and wanted to give a copy of the book to each of the travel writers as a gift. We were contacting you to see if it is possible to get a deal on 80 autographed copies of the book. If you could just let me know if that's possible I would greatly appreciate it.

Thank you for your time. If you have any other questions about the event, do not hesitate to contact me.

Thanks again,

Caitlin Dancer

Cedar City Offices

I called Symbria Patterson, a woman who has information about local farms. I need to get contact info from her for the local artisan cheese makers to give to The Depot to add to their options and ask her about her opinions on local ingredients we could use for a salad during the summer. She did not answer and I'll try again later.

I looked up different napkin folds for the dinner. I found six of my favorite different options and put them together in a file to decide on later.

I also researched the brewery in Springdale. It's called Zion Canyon Brewing Company and I got the contact information and the different brews for Byron. We need to contact them to see if they'd be interested in being featured at our dinner and if they would sponsor the event.

I got reply e-mails back from James D'Arc and the Mesquite Bus Co. that I sent out Tuesday. James said that they are currently out of prints for his book and relayed me to his publishing company to find out when more copies would be available. Mesquite Bus Company sent me an estimate for \$900 for the two shuttle busses for the afternoon and evening of the 27<sup>th</sup>. I met with Byron, Brennan and Danny this morning about some of my ideas with décor and napkins for the dinner. Out of the six napkin folds I had liked best, we all decided the envelope fold would be the best fit and we are going to design a logo for the event and make it into a seal to put over the close of the envelope as well as put the napkin and the mint inside. I practiced the fold on a piece of paper and we decided it won't be too hard to fold the 100 napkins that way.

Byron and I went over to the Heritage Center to check on items for place settings. We found enough plates and bowls but are short on glasses and silverware. We thought about coffee mugs and decided we need to do a coffee bar. We have 88 mugs and are thinking that 25 of the attendees are locals and won't be drinking coffee, so we'll have enough. We also looked for saucers and only found about 45. We have some that do not match that we can bring for backup. The silverware was all over the kitchen and mismatched. We tried to organize the sets into 8's for each table to get it so that the whole table had matching silverware. We ended up getting enough matching to have 8 tables that will be the same, but wanted to get all 13. The silverware needs to be polished. The salt and pepper shakers also need to be cleaned, but they look great with our Old Hollywood theme. We also found some salad dressing boats and thought it would be a great idea to put 3 different dressings on each table for the salad. That way the attendees can choose what kind and how much goes on their salad. The podium available at the Heritage

Center is green and plastic looking on the sides. I am going to try and find a different podium we can bring in for the event.

We officially decided to go with Amani at Artful Edibles for the dessert and the favor. I called her to tell her and she was really excited. We knew we wanted the banana bread cobbler with warm white chocolate Kahlua sauce, but we weren't sure what dessert would go with it, so I asked for her advice and we decided on the rice pudding brulee with fresh raspberries that she is going to prepare like small trifles. I also told her we want the cookie favors to be suitcases.

I called Artisan's Gallery again and Melissa wasn't there. I left a message for her to call me back. I called Symbria from Red Acre Farms about ideas for the dinner. She wants to set up a meeting with The Depot Grill to determine the menu and find the right ingredients from the right people.

I also looked up more directions on making the matchbooks. I found a site with instructions and know that we need to buy full sheets of sticker paper to print it on. They said you can fit about 12 covers on a page and we'll need 100 covers so we need 9 sheets of sticker paper. The overall cost for the matchbooks should be about \$15.00.

### **Week Five – February 5-11**

I got a reply from Melissa at the Artisan's Gallery about local art for the convention dinner. She had a lot of questions about specifics that would determine whether she would be able to help us or not. Byron is out of town today and I did not want to email Melissa back without talking to him about some of the specific questions she had. I also got an email from Amani at Artful Edibles. She wanted a confirmation email about the details of what we wanted. I emailed her back so she could have a hard copy of the specifics.

I printed another copy of the RFP and am going to take it to The Grind to give to AJ Baruffi. We know we are going to use him for the coffee bar, but we need to get a quote from him so we can adjust our budget appropriately. At the meeting with AJ he asked how much coffee I thought we would need. I told him that out of the 100 attendees, 75 of them are not local, so they might drink quite a bit of coffee. He is going to look everything over and get us a quote soon.

I talked to Byron about Melissa's email. He answered my specific questions and I sent Melissa an email back, answering her questions. There isn't an event before or after ours at the Heritage Center, so we'll have time to set up on Wednesday and see how we like everything without being rushed. Melissa emailed me back quickly offering an alternative for the travel writers to go to the artisan gallery instead of bringing the artwork to the Heritage Center. She feels that it's just too difficult to do so, and because we already have all of our scheduling for the event, we cannot change plans to do our cocktail hour at the Artisan Gallery. I emailed Melissa back to say thank you for her time, but it just won't work. We decided that with the old photographs and the movie posters from Frontier Homestead, we would have enough to display during the dinner.

I called May Hunter to tell her we will be using her gold and black chairs for the event. She is sending me a confirmation email for the linens, tables and chairs. I ordered the 100 matchbooks from Amazon.com and am going to Staples to pick up the sticker paper for the matchbooks.

Danny finished a rough draft of the logo for the event and it looks great. Byron and I went to a meeting at the tourism offices with everyone involved in the event. There were 14 people there. I got to update everyone on the progress Byron and I are making on the dinner. I got some feedback from Mary Payne about an old printing press they're using for some things they're printing and I thought that would be great for us to use for the Old Hollywood style menus. Everyone loved the theme and the ideas with the menu, napkins and matchbook. Maria went over sponsorship for the event with me and gave me a packet with the details. We also got information about the High Mountain Distillery in Park City that we should contact to get the alcohol for the cocktails. Another idea brought to our attention was the use of a red carpet and rope lines for the entrance of the event. We asked for opinions on doing assigned seats, the general consensus was just to usher people to the tables and not have assigned seats. We also decided pomegranate martinis will be better than the apple ones we had discussed previously. Byron talked to a representative from Frontier Homestead about ensuring the stagecoach can be at the entrance to the event and how we could transfer it from the Frontier Homestead to the Heritage Center. We got an updated weekly schedule for the event. The next meeting was set for Thursday, April 5<sup>th</sup>.

### **Week Six – February 12-18**

The matchbooks came in the mail and I am starting to work on a design for the backside. Danny finished the logo for the evening that will go on the front. It looks great. I want to make the backside look like the back of the matchbooks I found from Musso & Frank's Grill. Byron wants it to have the name, location and date of the event and the design is up to me. Finishing the design, measuring the matchbooks and getting everything printed and put together is going to be my task for today.

Last Thursday I talked to Byron about finding an intern for Fire Road to do social media. I talked to some girls on campus and have two in mind that might be able to help. Byron gave me more information and I am going to talk to the girls tomorrow and get back with Byron about contact information and availability on Thursday. I talked to both Amber and Brittany yesterday (Wednesday) about the internship. I have both of their contact information and am passing it along to Byron to give to Paul Huttle at Fire Road.

I called the Hunter Conference Center about rope lines and a red carpet. She said that they have the retractable rope lines now and she isn't sure what color they are. They do not have a red carpet either, but she thought if anyone had one, it would be the Shakespearean Festival and she gave me the phone number for the administrative assistant. She forwarded me to Ben Holman, the properties director. He said it's a nice, bound red carpet that is 18 or 20' by 3' in dimension. He is going to charge us \$20 to rent it for the day. He said to call him a week before (the 21<sup>st</sup>) so he can remember and make sure he has a runner knowing where to drop it off for the event.

I called Groovacious about Kaitlin Sevy, but they do not open until 11 o'clock. I called back and Tim said that he has to contact her for Groovacious so he is going to tell her about the event and give her my phone number for her to contact me. I found the number for Mason Cottom's wife and called her to get Mason's number. He was excited about the event and said that he would quote \$250 for the event for just him or \$500 if we wanted him with a bass player and drums. He said he does background acoustic music every week at Toadz for 3 hours, so this is right up his alley. I told him we would get back to him by Tuesday. Michal at the front desk had the contact information for Tom Jett. Tom bought homemade chocolates to the office for Christmas and so I'm trying to find out where he got them to make the mints for our dinner. After calling Tom, he said he would provide the chocolate mints for all 100 people and have them to us the day of the event. I finished half of the matchbooks on Tuesday and finished labeling the other 50 today.

### **Week Seven – February 19-25**

I got to the offices and updated Byron on things from Thursday. James D'Arc sent me another email and offered to come to the event and give a presentation with short clips. Byron and I decided that there isn't enough time and his presentation does not fit the feel we want, so I emailed him and told him that we would not have him do a presentation, but we would still love to use his book. I also told him that they would love to have him do his presentation for the Southwestern Classic Film Festival in September 2013.

Dear James:

Thank you for your response and your request to Gibbs Smith for the copies of the book. I haven't yet heard from him, but I'm happy to hear the books will be available. I appreciate your offer to attend the event and give a presentation. We brought this idea to the committee for the event and, unfortunately, they decided the time is scheduled too tight to provide this opportunity. That being said, we would still love to provide the books to all of the travel writers attending the event.

Byron Linford, the Cedar City Events Director, said he previously discussed the Southwestern Classic Film Festival with you. For this event, we would love to have you come to Cedar City to present your book and research. This event is scheduled for September 2013. I know this is a ways out, but we wanted you to know the time frame to be able to look at your schedule.

Thank you for your time in helping us with our events.

Sincerely,

Caitlin Dancer

I called Mason Cottom to confirm him for music during the dinner. Byron wants a male and female voice so we're still waiting to hear from Kaitlin Sevy. I told Mason that we wanted him without the band in the background and since he's sharing the event with Kaitlin, he dropped his price down to \$200. I also told him about the Red Rock Relay that's on September 7<sup>th</sup> and just had him keep that event in mind. Byron said we need a projector with high looms for the dinner so that it isn't hard to see if it's still light outside. I am emailing Jason over at the Heritage Center to ask his opinion and if he has a high loom projector or where he thinks we can

find some. We will need two of them since we are projecting on two walls so everyone can see easily.

We want to start building our volunteer base for the dinner so we can have beyond excellent service. Byron was talking about finding college students here taking summer classes and then I thought about students here for Shakespeare because they would be animated and have a lot of fun with the theme. Byron liked the idea and thought about Shakespeare's PR director, Nikki Allen, who comes to the committee meetings for the event. We decided we would talk to her at the next meeting to see if she had any ideas about who would be in town during that time. I think about 20-25 extra volunteers would be great, so there is one for every 4-5 people.

I emailed Steven Swift and told him that we aren't going to be using him for the travel writers' event, but told him about the Red Rock Relay event on September 7<sup>th</sup> to see if he could help play at the Main Street Park that day.

Steven emailed back and said he would like to play September 7<sup>th</sup>. I also heard back from Jason. He said that the projectors we have are 3500 lumen, meaning they will work okay in the light. The only other facility in all of Cedar City that might have a better projector is SUU. Byron thought we could go over to the Heritage Center in the next week and test out the projectors and see what we think. We can always rent some from Vegas if needed.

I emailed Kathy from Mesquite Bus Co. to ask her if we could get any better deal than \$900 for the transportation on June 27. I called Symbria at Red Acre Farms about getting in contact with Randy at Depot Grill so they can incorporate the local items into the menu. Depot Grill also wants to use them for their menu during the summer.

I called Frontier Homestead to talk to Ryan Paul and Todd Prince. Ryan was out of the office, but I talked to Todd. I informed him that we have a rollback to transport the stagecoach that we want outside the Heritage Center. He said they can help us load and unload it on their end, but we would be the ones transporting. Their main concerns are security and weather. If it is raining or might rain, we won't be able to use it. We need to create a loan form agreement, which he said will be done by Ryan. He gave me Ryan's email and I am sent him an email saying we are ready for the loan agreement and asked him about the video and script he is making to see if he is needing any help.

I ran over to the Heritage Center to look at the silverware. We need to know which sets we have the most of to order some more so we can have some more full sets for the dinner. I brought back samples for Byron so he can order the right ones. I also ran to ImagePro to look at paper samples to print the menu on. Danny told me about some decorative paper, but they said it was discontinued. They gave me samples of the two papers I liked to take back to the office. On my way back to the city building, I stopped at Boomer's Bloomers to see if they had any ideas on centerpieces for the dinner. I talked to the owner for awhile and gave her specifics of the event and bounced ideas off of her. She has large, tall vases we can use. We talked about putting red rock or lava rock in the bottom of the vase and using wildflowers from the mountain to put on top. She is going to put something together and then call me. I called Pastor Joe about the

podium. He said there is an extra one I can borrow, he just wasn't sure if there was a cross on the front, so I am going to go look at it tonight to see.

### **Week Eight – February 26-March 3**

I called Randy at the Depot Grill to see if the menu was finalized and ask him about the number of glasses available for the dinner since we do not have enough. I also let him know Symbria wanted to meet from Red Acre Farms and I had given her his information. He was going to have the menu by Monday, but called and said he couldn't get in touch with the chef and was going to call me today, Tuesday, with the final menu. He also said they had enough glassware for the water or soda for the dinner.

Kathy emailed me back from the Mesquite Bus Co. and said they could drop the price down from \$900 to \$850 for the transportation. After Byron runs this by the mayor, we will confirm with her and get her a deposit. I talked to Byron about the stagecoach we need to move from the Frontier Homestead to the Heritage Center. He had me think of towing companies that we could call and get estimates from. The first place I called, Above All Auto Repair, said they would do it for free. I did not call anyone else, because I figured that was a pretty good deal. I just need to call Buzz (867-1812) the day before and remind him and he is going to do it.

I sent another email to James D'Arc to confirm the books and ask about getting an invoice so we can pay for them. I found a setup and area design program on the internet and downloaded it on the computer. It was too hard to put in the Heritage Center lobby because the shape is not a simple length by width. I went over to the Heritage Center and got a copy of the floor plan from Jason. I figured out how many feet were for each centimeter and measured out the specific dimensions for the area. I also started working with designing a place setting for the volunteers to follow when setting up the tables.

I finalized the place setting to give to the volunteers and showed it to Byron. I cannot decide exactly where the menu and matchbook should be placed so I decided that once the volunteers get the place settings done, I will go around and decide how I want them and put them in place. I blew up my copy of the Heritage Center layout so I could have a better idea of what I'm working with. I am now trying to reconfigure the math and feet and space of getting everything to fit and still flow nicely.

I got an email back from James D'Arc and he gave me his contact at the publisher to call about when the copies of the book would be available. The woman who handles his books is out of town until next week, but I left her a message about the situation and just asked her to call me back. I went and talked to Byron about further tasks for today. We talked about the volunteer wait staff and what they should wear during the dinner. We were thinking black slacks and a white shirt. We also think they should have a black bow tie and long black aprons. I called Cardon's Shoes to see how much it would cost to rent 20-25 bowties for the day. They told me \$3-\$4 per bowtie. I looked up how much we could order them for online and we can get 25 for \$2.30 a bowtie. I also called AlSCO about renting long, black aprons. She quoted me \$4.00 per

apron and said I would just need to call her a week before the event to get them and we would need to either set up an account with them or have someone go there to get them and then bring them back. I talked to Byron about the bowtie prices and he had me order 25 from the online site. He also gave me the contact information for Paul Huddle to pass along to the two girls who are going to intern. I am going to continue working on the layout of the dinner.

### **Week Nine – March 4-10**

The bowties arrived in the mail. They look really nice for how much we got them for! I got the number for Kaitlin Sevy and called her today. She did not answer so I left her a message about the specifics of the event and asked her to call me back. I also got an email from Randy at The Depot Grill with the menu for the SATW dinner. I found an old background to make it look like the old menu I found back in January. I typed up the menu to see how it all looked. After running it by Byron, I made a few changes and came up with our final menu. I got a call from Kim Eddy at Gibson Smith publishing about James D'Arc's book. She wanted specifics on when we needed the book. I missed her call so I called her back and left a message about the dates.

Danny sent me the databases for the Cedar City Half Marathon for the last 3 years. I went through them all and deleted the duplicates and am going to call the people who do not have an email listed to see if they can give us one. I also have two stacks of registration forms to alphabetize and go through to see if they match our database.

Today, I am going to finish the database project for the half marathon. Kaitlin Sevy contacted me yesterday and we finalized everything and she is committed to perform for the dinner on June 28. She said \$200-\$250, but can adjust depending on our budget. I gave her the contact info for Mason and informed her that he can do all the wiring and set up. She is going to get together with him so they can collaborate for the event.

I called 133 people for the half marathon and either told them about updating our database and sending out email updates for the next race or left a message. As I went I updated the spreadsheet I've been organizing all the information on.

### **Week Ten - March 11-17**

I did not come in on Tuesday this week because of Spring Break.

I continued redoing and typing up the new contact list for vendors, music, flowers, catering, etc. We printed out two copies of the menu on two types of paper and chose the one that looked better. I sent it to ImagePro to get 55 copies on the white, transparent paper.

I called Kaitlin Sevy and Mason Cottom about getting invoices for performing for the dinner. I left a message with Kaitlin and talked over some questions and specifics with Mason. I also gave Mason Kaitlin's number so they can get together. I called Kim Eddy at Gibson Smith

about the book *When Hollywood Came to Town* again and got in touch with her. She said the books should be reprinted around the middle of May. We are getting them for 50% off, so \$15 per book. She is going to touch base with me again around the middle of May.

I called Ryan at Frontier Homestead. I talked to him about the loan agreement for the stagecoach. He said we do not need to sign that until the day we take it. I also told him we had a rollback to transport it. I asked him about getting the photographs to display. He said we can have any of them that we want. He said there are also 5 or 6 other photos he has that are from films that we could use but we would have to blow them up and have them framed. He said he thought this would cost about \$100 a photo. I sent him an email to remind him to get those photos and he is going to bring them by the office to see if we would be interested in using them. I also talked to him about the movie posters. He said he is still working on getting those for us. He is going to have the text for the video done before the end of this month. He asked about the filming of the video. He had in his notes that Byron was finding someone. Ryan said he has people that can do it, but we will have to pay them.

I called Wendy at Bloomer's about the centerpieces. She hasn't worked on them since I met with her. She needs to know our exact budget to see how much she can put into each table. We talked about some more ideas and I told her I would try and call her back today with our exact budget for the centerpieces so she can put something together for us to take to the meeting on April 5<sup>th</sup>. I talked to Byron and we decided our centerpiece budget was about \$650-780, or \$50-60 per table. I called Wendy back and let her know. She is going to call me again and update me on what is available. To end the day, I am running to ImagePro to pick up the printed menus.

### **Week Eleven – March 18-24**

ImagePro had problems with the printing and I am going to go back to pick them up today. Wendy called me yesterday and talked to me about the centerpieces. She seems a lot more excited and involved now that she has a budget to work with. She said she found some great wildflowers that will bring out the black, white and red in our event. She also said she might do a shorter vase instead of the tall ones we first talked about.

Byron gave me a task for Fire Road. I am looking up all cycling and running related businesses between Logan and Cedar City and in Clark County. For each business I should find a contact person. Byron is going to be going up there through the next few weeks and dropping off information and 10 free entries to these businesses. I called Cycling Utah to get our event on their calendar.

I finished the week with more research on cycling and running businesses in Utah. I finalized my list and gave it to Byron to take on his trip in the next few weeks.

### **Week Twelve – March 25-31**

Byron and I discussed any pressing matters we needed to deal with for the SATW dinner. The one thing we do not have finalized is the centerpieces. I know Wendy from Bloomer's is supposed to have something done for us by April 5, but I did not know if all we wanted was flowers. After talking about it, we decided that with everything else they'll have to look at, we want to keep the centerpiece classy and simple, so just flowers will be great. I also showed Byron my layout of the dinner with the tables. I wasn't happy with how it turned out and did not feel like I could tell exactly how everything fit. The space is hard to gauge since it's a very odd shape. I asked if I could go to the Heritage Center and pull the tables out to see how it looks. He is going to talk to one of the workers there to help me in the next few weeks.

I am going to call all the businesses on my cycling and running list to find a contact for Byron and Danny to meet with. This will probably take me the rest of the day. Byron also gave me the half marathon free entry certificates to cut out.

Sandy called me from Mesquite Bus Co. about the confusion with Bonnie's reservations and ours. We aren't sure if they're the same or not. Bonnie has motor coaches reserved for the entire week, including the day of our reservation, June 27<sup>th</sup>. Bonnie has her reservations lasting all day long and the reservation is under Cedar City Shuttle Service. They do still have the two shuttle buses left that they told us we could use for the 27<sup>th</sup> if we need them. I need to figure out if we do or if Bonnie has everything done and reserved that they need and get back with the Mesquite Bus Co. so they can finalize everything. I called Byron and he said he had talked to Bonnie and they have everything covered so I called Sandy back at the Mesquite Bus Co. and told her to cancel our other reservation.

I prepared some of the things we'll need to bring to our committee meeting for the SATW convention since I won't be back until the meeting next Thursday. This included the matchbooks, the menus, and the place setting example. I also made a list of some of the major things we have accomplished since last meeting that I can look at while I'm presenting. We should have the centerpiece from Wendy at Bloomers to bring with us as well.

### **Week Thirteen – April 1-7**

I've been in contact with Wendy from Bloomer's about the centerpieces. She is supposed to have one ready for me to pick up before we head to our meeting at 10 a.m. today. I called Ryan at Frontier Homestead to get an update we could bring to the meeting. The secretary there said he is on vacation and won't be back until later next week. Byron and Danny said my cycling and running business lists were extremely helpful during their trip last week. They missed some of the stores, so after the meeting I am going to put together a package to mail to those stores with a letter and free race entries.

John Poimiroo, the head of the western chapter for SATW, was at the committee meeting. He gave a presentation on how to attract and cater to travel writers and photographers. His presentation was very interesting. Byron and I talked after about how we are right on track

with most of his points. We are trying to tell a story through our dinner, something Poimiroo stressed was important. I did learn some other interesting things. Here are my notes from his presentation:

-There will be 4 types of attendees:

1. Actives (writers, authors, broadcasters, photographers)
2. Associates (travel businesses, PR agencies)
3. Seniors
4. Spouses

We should treat all the guests the same. Actives do not get any special treatment. We will even get bonus points if they see our great hospitality is provided for everyone.

-Communicate facts, not adjectives in a press release. Poimiroo suggested going through a press release and underlining all the adjectives. Change them to facts. For example, do not say it is a *big* building, say the building is *15,000 sq. feet*.

-A press kit should include facts to help writers write a story: brochure, programs, business card, press release, fact sheet, high resolution images (need 300 dots per inch)

-If you're thinking stories, you'll be successful

-Include all expenses that are covered or be specific about what they will have to pay for on press trips

-No travel writer needs a vacation, they need a story

-Assist, but do not suffocate-recommend interviews or characters for their story

After his presentation, we went around the room and updated on our specific events throughout the week. When it got to our turn, Byron let me present. I talked about the Old Hollywood theme since Poimiroo wasn't there for the previous meeting. I mentioned the red carpet and stagecoach that will be at the entrance, the musicians, the centerpieces, the local chocolate mints, the bow ties for wait staff, and the video, movie posters and photos that we are working on with Ryan. I also brought the finalized menu and a matchbook to pass around. John took one of the menus to send out to the SATW chapter so people who haven't signed up yet can see what they're missing. One lady called me out for a typo on the menu in front of the whole group. I knew she had to be wrong, we checked it over multiple times before making all the copies. I looked it over and showed her after the meeting that the spelling was right. She admitted that she was wrong, but it was a little embarrassing to be called out in front of everyone.

Byron filled everyone in on some more specifics about the video montage and the projectors during the dinner. Poimiroo was impressed with the food options everyone is providing during the week. He said some conventions they go to there is only one option, so if

you do not like it, you do not eat. He also said that because we are doing a neat menu that includes local greens, cheese and honeys, the members would love it if the chef came out after the meal to meet everyone and tell them where he sourced everything and how he made the menu special for them.

After the meeting was over, I talked to Nikki from Shakespeare about the volunteers for our dinner. She said that there won't be many students around and most of their volunteers are retired people. She said I should try talking to the hospitality program, theatre program, or the catering service, Chartwells, at SUU. I also think I could talk to Mindy Benson about finding some people.

To get the mailers together for the running and cycling businesses, I typed up two different letters, one for each different event. I then put labels on the envelopes and put the posters, entries and letter in each one and addressed them to the businesses they missed. I decided to change the name at the top of each letter to the specific store instead of having a general salutation to make it more personal. I sent out 6 packets to running stores and 21 packets to cycling stores.

I called the school of business at SUU to talk about hospitality students volunteering for the SATW dinner. She said there is a Maymester class, but not one in June. She forwarded me to Emmett Steed, but he wasn't in the office. I sent him an email to explain everything:

Dear Emmett Steed,

My name is Caitlin Dancer and I am working in the Cedar City offices. We have an exciting opportunity coming up this summer with the Society of American Travel Writers. The Western Chapter is holding their convention here in Cedar City. The convention will conclude with an Old Hollywood, black-tie dinner at the Heritage Center. We are looking for volunteers to help us with this event to make it unforgettable for the writers and photographers, as well as enhance the name of Cedar City. We thought this would be a great opportunity for the hospitality students, but the event isn't until Thursday, June 28th. Do you know of any students that will be in Cedar City over the summer that would want to participate in this event? If you have any other questions or need more information, do not hesitate to contact me by email or phone, 435.592.0304.

Thank you!

#### **Week Fourteen – April 8-14**

I got an email back from Emmett Steed, the hospitality professor at SUU. He sent my email about the event to the other hospitality teachers, but he said he did not think we would get much feedback from students over the summer for a volunteer opportunity. I also got an email from Ryan Paul at Frontier Homestead. He wanted to come and meet with Byron and me. We planned on 10:30 this morning, Tuesday, and I emailed Byron and told him the meeting time. I talked to Byron about the volunteer situation. We thought of other ideas and avenues. We thought about calling Mindy Benson and seeing if she had any avenues or volunteers from the Summer Games Opening Ceremonies that we could use. We also talked about the theatre department at SUU. I thought about Ben Harris, a friend of mine, who is currently in the theatre program who might be able to do a better job at gathering students and volunteers than a teacher

would. I sent him an email about the event and asked if he could pass the email along or ask some other students about volunteering. We ruled out asking Chartwell's because they probably would not be able to provide volunteers.

Byron told me Jana Leavitt wants to be involved in the planning of the dinner. I looked up her number. I called her and let her know about our next meeting at the tourism office. She is going to be there.

We had our meeting with Ryan. He brought the script for the movie for the beginning of the dinner. It looks really good. The first two paragraphs will be filmed live with Tyler Garfield speaking and the rest of the script will be read with film clips playing. Byron is going to contact Tyler Garfield. Ryan is working with Darren out at Mishap Studios to put the filming together. He guessed it would take about 8 hours of work and Darren charges \$65 an hour. Danny is going to put together the film clips using iVideo. We talked about getting 15 trailers and having them loop with no sound for the attendees to watch during the dinner. Ryan said he should have the movie poster ready for the dinner. He ordered a few more and we should have at least 7. We talked about putting them on the west wall of the Heritage Center where we currently have old photos that are going to be taken down. We also discussed the old photos that we had looked at at the museum. Ryan bought a few more we could choose from. There were a few we had liked that were on display when we were at the museum last time. Byron wants to choose 2 more beyond what was already there because we have to pay to get them framed. I am going to go back out to the museum and look at the pictures and figure out what ones we had liked and let Ryan know. I am also going to pick out two extra ones and tell Ryan and he will send them to the framer. I also had an idea to take some of the photos and put them on mock poloroids or older style printing and set them out on the tables around the centerpiece.

#### Things that aren't set in stone/need to finish/to remember:

1. Pick up centerpieces at Bloomer's before 5 on Thursday (28<sup>th</sup>)
2. Invoices for Kaitlin Sevy & Mason Cottom
3. Calling James D'Arc's publisher in May – Kim Eddy 801.927.2147 (DONE)
4. The Grind coffee service
5. The podium from Calvary Chapel – Bring on Sunday
6. Local chocolate mints from Tom Jett (Just need to contact days before)
7. Get volunteers for dinner
8. Call Above All Auto the day before to remind about the rollback call Buzz (867-1812)
9. Week's notice to Alsco for the long black aprons (\$4) 800.828.5956
10. Photos/Posters/Video with Ryan
11. Call Ben about the red carpet (\$20) to remind/get someone to drop it off (DONE)

**Week Fourteen – April 15-21**

I talked to Ben about the email I sent him about volunteers. He said he forwarded it to the person in the theatre department who could help me and they should be in contact with me soon. Tom Jett stopped in the office and came and talked to me about the chocolate mints. He wanted to specify the date and he called the people who make them and had them write down the date and the number needed (100) so that they will get done! I am glad he did this right in front of me so I can feel more confident about them getting done! Jason also came to my desk from the Heritage Center. I was going to go over there today to set up some tables and get a feel for how the tables will fit in the area for the dinner. He said he is booked with events and I cannot do it today, but he will be setting up tables later this week and I can stop in on Thursday morning to get a feel for what it looks like. He is going to be setting up the 5' rounds and we'll be using the 6', but it will still give me an idea for how everything fits in the Heritage Center lobby.

I sent an email to Mindy Benson and asked her if she knew anyone we could use for volunteers or if she could send the email on to other people who might be able to help.

I went through my notes from our meeting at the Frontier Homestead a few months back. I had written down the names of two of the photos we had wanted, the Forlorn River Cast Photo and the Trains Leaving the Depot. I'm thinking I should try and pick out a few more and then have Ryan print the 2 extra. I called Frontier Homestead, but Ryan wasn't in so I left a message that I called to come look at the pictures and would call him about it again on Thursday.

I sent an email to the presidential ambassadors at SUU about volunteering for the dinner. I also sent an email to the SUU Student Association. Hopefully one of these student groups can provide some volunteers this summer.

I haven't heard from the student groups and emails I sent out on Tuesday. I talked to Paige, an SUUSA member, and told her I will email her the information to personally pass along. Today, after I email Paige, I am also going to head over to the Heritage Center to look at the tables Jason has set up and also call Frontier Homestead about going to see Ryan about the pictures. I went and picked out four extra pictures and gave Ryan the two pictures we want framed. I chose: the Forlorn River cast, a train leaving the depot, the Escalante Hotel, and a picture of a snowy downtown where you can see the Orpheus theatre. All of these photos are framed with a title and description at the bottom. I told him he can also put the title under the two new ones he gets framed. Ryan said that he has all the movie trailers ready to go and one of the movie posters he ordered has arrived, the rest should be here this week. He is going to get them framed as well. He said he is ready for when Tyler Garfield can film.

I went and looked at the tables set up in the Heritage Center. They used the 5' rounds and had 19 tables. We are going to have 13 6' rounds. After seeing the other tables set up, I am confident we'll be able to get all of ours set easily and closer to the stairs (where the "stage" will be) than how they have it set up right now. I took some pictures so I can remember how it looked.

## **Week Fifteen – April 22-28**

I had my prospectus meeting recently and was advised to include stakeholder theory in my internship experience. Today, I am going to immerse myself in researching the theory to see if I can understand what it is all about. I also spent some time talking to Byron about the progress of the dinner and other tasks that need to be done. I told him about meeting Ryan last week and how they are ready to film the video with Tyler Garfield. I got some contact information to set up an internship with the Renaissance Faire.

I talked to Byron and Danny today about specific tasks and things happening in the city. Byron has a meeting this morning with city planners and we talked about the importance of knowing your audience and planning an event, even as simple as a meeting, with strong parameters and specifics for speakers. Events come up from networking and talking with people. Byron gets introduced to ideas by people in the community. Byron and I talked about volunteers for the dinner. I am going to call Jana Leavitt to see if she has any ideas or ways to gain a group of student volunteers. I am also going to contact Ryan to remind him about the framing and let him know I talked with Byron about contacting Tyler Garfield. We are having a meeting Tuesday, May 1<sup>st</sup>, with the mayor about the film festival at the Depot Grill. I am going to invite Ryan.

Byron asked me to make a list of cycling businesses in San Bernardino County and Orange County in California for Paul Huttel at Multisports so his assistant can do what Danny and Byron did throughout the cycling businesses in Utah.

## **Week Sixteen – April 29-May 5**

Ryan emailed me about the dinner meeting with the mayor to confirm he will be there. Amani at Artful Edibles emailed me to confirm the menu and the event date and just touch base. Byron said there is a SATW committee meeting at the tourism office today and he cannot go, so he is sending me. I still need to work on the cycling business list for California.

I went to the committee meeting. I discussed our trouble in finding volunteers. Bonnie mentioned contacting the high school's ProStart classes to help. Here are my notes from the meeting:

-81 people are confirmed for the conference. 14 of them are bringing their spouse. That is 95 people. Late registration could go up to 85 confirmations.

-There are 10-15 confirmed vegans/vegetarians

-The 14 guides for the photo shoots should be at the dinner. (Maria will buy their dinners)

-The 8 couples from the personal concierge should be at the dinner.

After talking to Byron, we decided we need to have another table for the dinner, so 14 instead of 13. I am calling May to ask her about getting another set of napkins, another linen, and 8 more chairs. Byron said along with him, myself and Danny, Maria and Bonnie and the mayor and his wife will also be there. That brings the total attendees to 132.

-Maria asked where to drop everyone off. I told her the door by the ticket office.

-Maria's concern was about the photos for the contest being projected during the dinner. I told her we already tested the projectors on the walls and we'll have both of them up and running and ready to show the pictures.

-They passed out the fact sheet for Cedar City. Maria encouraged us to utilize both sides. We need to figure out everything for our press kit. The fact sheet needs to be finalized and sent to Bonnie by May 24. The press kit needs to be complete by June 1. The fact sheet should include 2-3 story starters.

-The conference needs to be as green as possible. Figure out ways we can include this (recycle bins, etc.)

-The name tags include USBs on the lanyards. For the marketplace on Tues (3-5) we will have a specific place at the table to talk to the writers about specific story ideas. We can have a brochure, but it's better if we try and be green with the least amount of paper as possible. Show them what we have already put on the USB they have.

-Next meeting is Tuesday, June 5 at 10:00 a.m.

We met with Mayor Sherratt Tuesday night. Those in attendance at the dinner with me were: Ryan Paul, Jana Leavitt, Gerald Sherratt, Brennan Wood, Danny Stewart, and Byron Linford. We discussed the happenings with Turner Classic and the idea of a one-day showing of a classic film to invite the community to. We decided on the movie Proud Rebel and talked about people we could invite to the event. Alan Ladd starred in the film and his real-life son, David Ladd, played his son in the film. We wanted to contact David Ladd about being here for the evening and doing a short interview about the film. We also talked about contacting Doug Wright, film critic from KSL, to come be the host for the evening. I am working on getting in touch with both of these people. I sent an email to KSL about Doug Wright and am hoping that they put it in the right hands. I called MGM and did research to try and find David Ladd, but they did not have him in their database. I found a website from mode entertainment in New York that did a showing of the movie Shane and had David Ladd as a guest speaker. I called them and was transferred to the PR person, John. I left him a message with my request for David's contact information.

I finished the bike list for MultiSports in California and I emailed it to Byron to forward it on. I also called Wendy at Bloomer's to tell her we are adding two tables to the dinner and

need two extra centerpieces. I haven't been able to get in contact with May Hunter. I called her daughter, Jennifer Davis, to see if she had a way I could get in touch with her. I finally reached May and got everything figured out. I double-checked everything she had written down for us. She is going to drop everything off around 4:30 or 5:00 the day of the event.

### **The rest of May/Beginning of June**

I got a response from my Doug Wright inquiry from Daniel, a support guy at KSL. He let me know that he had forwarded my message to Doug. Doug emailed me back a few weeks later. He was really excited about the event and wanted more information. I emailed him back the specific date and information I had and sent him a rough itinerary. Kaitlin Sevy called me at the end of the month and was wondering about the invoice. She told me she would be emailing it to me soon.

I called the Iron County Volunteer Center and talked to Cindy. I told her the specifics about the event for the SATW convention dinner and told her we needed 20 volunteers, preferably young adults. She is sending out an email and should be getting back to me within a few days.

Amani and I emailed back and forth about the desserts. She is going to get them ready and come to the Heritage Center at a time that's best for her on the 28<sup>th</sup>. I told her to send the invoice to the office.

### **June 17-23**

I called Jori Corsi with Charwell's to rent out 5 chaffing dishes for our dinner. He is going to call me back once he makes sure they have enough for their events on that date. I need more matchbooks so I am planning on going to some gas stations to see if they'll give me any. I want to try and get 30 more.

I called May yesterday to see if I could get the napkins early so I can start folding them. She said to email her with a reminder of everything we needed. I called Wendy at Bloomers to double check everything. She said she's ready and got my message about adding the two extra tables. I am going to pick up all the flowers before they close at 5 on Thursday.

Jori called me back and said that it would be \$14 per chaffing dish, including the heat source and water pans for our event. I told him I would tell Byron the price and get back to him. Cindy from the volunteer center called me again and I gave her more specifics about the event to try and entice some more volunteers. I purchased more matchbooks for \$1 at a gas station yesterday. After driving around to separate gas stations and having them give me a couple free ones, I realized I should just buy a box. I printed off more of the sticker labels and am going to make 34 more matchbooks. The new shipment of silverware isn't in yet, but Byron is thinking it will be here tomorrow (Thursday) so I will be coming in to organize the sets for the tables.

## **June 24-30**

I called Cindy at the volunteer center. Our number of volunteers is up to 10. I called Ben Hohman from Shakespeare about the red carpet. He is having someone drop it off before 5 on Thursday and we need to have a check for \$20 written to USF to give to the runner. I called Also in St. George to remind them about renting the long, black aprons. The woman I talked to before, Michelle, was out of office so she is supposed to call me first thing tomorrow morning. I am still waiting on May to drop off the napkins so I can start folding all of them before the event. I am also going to go organize the silverware. The new shipment we need is put on backorder, so we're hoping it will arrive before Thursday so we have enough utensils!

I got the invoice from Kaitlin Sevy. I printed it off and got it to Byron so he can cut the check for Thursday. I also got the napkins from May so I am going to start folding them for the dinner. Bonnie Char has some extra volunteers that are going to help at the dinner. I called her to get their contact info so I can set up a volunteer meeting for tomorrow. I also called May to get her to drop off the rest of the linens tonight, as well as the chairs and highboy tables. I called Jory from Chartwells again to make sure he got my message about the chaffing dishes and the serving pieces. He said I can come pick them up from him on Thursday morning and he will get me whatever serving pieces we need according to our menu. I set up a volunteer meeting tomorrow (Wednesday) at 1 pm. I called Bonnie's volunteers and Cindy at the volunteer center. Cindy said that a lot of her volunteers won't be able to make it, but she will come to see how we're doing things and then the other volunteers will get there at 6 pm on Thursday so we can give them specific jobs then.

### **Day Before the Event**

May brought the napkins and I folded all of them into the envelope style we wanted and then put them in a covered container so the folds would stay. I spent most of the day at the Heritage Center. The tables were brought out and Byron and I set them all up in the lobby where we wanted them. May also brought the tablecloths and the black and gold chairs so we put the tablecloths on the tables and then organized eight chairs around each table. We bought new wine glasses and water glasses and I cleaned out every glass by hand. I also cleaned out water pitchers and the salt and pepper shakers. I met with Cindy from the volunteer center and we talked about specific tasks for each of the volunteers. She took notes and was ready to help guide the volunteers if I wasn't around to do so. I told her to have everyone meet in a certain spot at 6:00 pm the next day.

### **Day of the Event**

I went to the offices and got the supplies I still needed in the morning and brought them to the Heritage Center early in the morning. Byron and I finished setting up the tables. We put the folded napkins, the matchbooks and the silverware at each spot. We ended up not having enough nice sets of silverware so Byron ran to Walmart and bought several new sets. We tried

to keep the same sets at each table. While Byron was at Walmart, I ran to Bloomers and picked up all of the centerpieces. They turned out really beautiful and depicted the red rock and flowers of southern Utah, but they went a couple hundred dollars over the budget. Luckily, Byron had heard that was a probability when working with Bloomers so he was prepared. That is just something to remember for next time. I brought all of the centerpieces into the lobby and put them on all the tables. We ended up having one less table than we planned, so I put the extra centerpiece in the coat check window where people could pick up cocktails when they came in. After organizing the centerpieces, I noticed that the local, homemade chocolate mints had been dropped off. They were sitting on a sheet pan and were wrapped with lime green, purple and blue sparkling butterfly ties. I immediately knew that these did not match the classy, black and white look we were going for. I called Byron at Walmart and asked him to pick up some gold ribbon we could put on instead and got to work undoing all the ties from the chocolates. When Byron came back, I took all the ribbon and individually rewrapped every chocolate before putting them on the tables. When all the tables were set up, the lobby looked great.

Ryan stopped by from the Frontier Homestead with all the posters and photos we had talked about putting up. We looked at what he had and decided where we would put them. We wanted some of them in the front right when people walked in and mingled. We also wanted to put some on the other end so people saw them throughout the lobby. We did not have a way to hang them, but the Heritage Center had easels so we used those to display all of the posters. We took down small pieces of artwork that were at the entrance and hung some of our pieces where they were. There were several large plastic garbage cans and benches in the lobby that we moved into the stage area to give it a cleaner look. The only garbage cans we used were the ones that had wood on the outside so they looked better. The red carpet got rolled out at the entrance. I walked in and pretended I was one of the attendees to see how everything looked. As you came in there were two bulletin boards used by the Heritage Center. They had push pin holes and one poster on them. Ryan and I discussed moving two of the posters over the bulletin boards similar to a movie theatre, but decided people would move right through this area and they were better in the lobby.

After we had everything set up and organized, it was almost time for the volunteers to show up. Byron and I both ran home to change into our clothes for the event and then ran back in 15 minutes. My volunteers were starting to show up and I gathered them together and made sure everyone had on a long apron and a bow tie. I explained what I needed everyone to do and the volunteers started filling all the water glasses with ice. We wanted them to be full of ice so that when people sat down there would still be ice in the glass when water was poured in it. The two servers from Depot Grill, along with our three oldest volunteers, were in charge of serving the alcohol. All the alcohol was complimentary so we went through quite a bit of wine. Mason and Kaitlin showed up on time and we got them set up with their mics and sound. I told Mason we wanted someone playing as everyone walked in, so he started playing and we can music as people arrived. The servers had wine already poured and attendees started grabbing wine right

away. We started to run out of wine glasses as people would go for a second glass, so Byron and I grabbed as many wine glasses as we could and ran them upstairs and had one of the Heritage Center workers washing them and running them back downstairs. As people sat down, they kept the same wine glass and the servers would just walk around and refill them so we no longer had this problem.

Mason and Kaitlin both did a great job playing upbeat, background music. They transitioned smoothly between playing and stopping for announcements and the photograph presentation. Dinner was served without a hitch. We weren't sure how everything would go because the Depot Grill had several problems before the event and even backed out at one point due to lack of manpower. In the end, they were able to commit to a buffet style dinner instead of table service. They also couldn't get good enough lamb for the dinner, which was already printed on our menus, so we just did not put the menus out as part of the place setting. The tables got up one at a time to line up for the food, so no one had to stand for very long. The photograph presentation was put up on the projectors after the dinner and the lighting was perfect to be able to see them really well. We had tested the projectors with the light previously and knew you would see them regardless, but it turned out great. After the presentation, the volunteers came around with the desserts and offered the choice between the two desserts to every table. I think between the homemade chocolate mints, the cookie favors and the desserts, there were a lot of sweets so some people did not take the dessert.

People started mingling out the doors and the volunteers were great to help with all of the clean up. Everything was picked up fairly quickly. We let some of the volunteers take home the floral centerpieces for their help. It was weird to just give away something that cost so much and only was used for a few hours! Overall, I felt the event was a huge success and everything went smoothly. All the small hiccups were handled and fixed.

There were several important stakeholders for this event. One important stakeholder was Mayor Burgess. Mayor Burgess helped fund much of the event and saw the importance in having the travel writers here to promote the area. He wanted to see his money spent the right way. It was exciting to have him tell me twice, once during and once after the dinner, that he thought it was a great success and really appreciated all my hard work. Bonnie and Maria were also stakeholders because they work for the tourism office and were in charge of the week's events. I know they were hoping to a great ending to the week and trusted in the work we were doing for the dinner. Finally, the travel writers and photographers were all stakeholders. They came to the chapter meeting to gather information and wanted to discover things they could take back to where they were from and involve in their professions. They were invested in the activities of the week and were the main focus for the event.

## Appendix B. Request for Proposal

### Society of American Travel Writer's Convention Dinner Request for Proposal

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The Society of American Travel Writer's is holding their annual convention in Cedar City, June 2012. A dinner will be held to conclude the weekly event at the Heritage Center. The event will be a formal conclusion to their week in Utah. Our goal is to make this a dinner they will remember, with a unique and Utah-centered menu, excellent service and an Old Hollywood feel.

This request is both price and quality driven. Feel free to bid on one specific portion of the menu (i.e. desserts only).

**Date:** Thursday, June 28, 2012

**Time:** 7:00 p.m. – 10:00 p.m.

**Location:** Heritage Center Theater  
105 North 100 East

**Number of Guests:** 100

**Type of Event:** Seated dinner with table service (No buffet)

**Theme:** Black Tie/Formal

**Menu:** Four course menu option

1. Hors d'oeuvres served cocktail style
2. Salad (Can be a creative option)
3. Entrée

Three options: Beef and/or lamb, fish and/or chicken and a vegan dish

4. Dessert

We would like to incorporate locally-grown and made items, such as cheese, jellies and jams or Utah, farm-raised or grown fish and meat.

**Beverages:** Beer, wine and soft drinks will be provided by the venue

Service of the beverages is needed

You can provide a cash bar if desired

**Other Notes:** A volunteer base will be developed to aid in the event service. Caterer would need to be available to meet with volunteers to ensure fluidity in service during the event.

**Proposal is requested by February 1, 2012**

Attn: Byron Linford, Events Director

10 N. Main Street

Cedar City, UT 84720

byron@cedarcity.org

(435) 586.2950

## **Appendix C. Linen Quote**

### **Forevermore Events Linen Quote:**

White Tablecloth: \$22.50/Table

Black Tablecloth: \$16.50/Table

90x90' Black Runner: \$9.50/Table (Will almost hit the floor on the corners)

81x81' Black Runner: \$12.75/Table (Will just go over the top of the table)

Black Napkins: \$0.75/Napkin

White Napkins: \$0.99/Napkin

#### Totals:

White Tablecloths: \$292.50

Black Tablecloths: \$214.50

Long Black Runner: \$123.50

Short Black Runner: \$165.75

White Napkins: \$99.00

Black Napkins: \$75.00

#### Combinations:

White Tablecloths with Black Napkins: \$367.50

Black Tablecloths with White Napkins: \$313.50

White Tablecloths with Long Black Runners and White Napkins: \$515.00

White Tablecloths with Long Black Runners and Black Napkins: \$491.00

White Tablecloths with Short Black Runners and White Napkins: \$557.25

White Tablecloths with Short Black Runners and Black Napkins: \$533.25

### **Wedding Décor & More Linen Quote:**

Black or White Tablecloths: \$8/Table

Black or White Napkins: \$0.15/Napkin

Cocktail Tables: \$7/Table (She has 15 tables)

#### Totals:

Tablecloths and Napkins: \$119

Cocktail Tables (\$15/table): \$90 for six

## Appendix D. Contact List

### Cedar City Contact List

#### **Food Service & Caterers:**

Artful Edibles  
Amani Kaminska  
amani@artfuledibles.com  
www.artfuledibles.com  
(435) 865-6418

Bard's Food & Drink  
Cathy Johnson  
1575 W 200 N  
Phone: (435) 865-7645  
Fax: (435) 867-8114

Cedar Breaks Lodge  
223 W Hunter Ridge Drive  
Brian Head, UT  
84719(435) 677-3000

The Depot Grill  
Randy Engle (Manager)  
241 N Main St.  
(435) 865-7445  
randy@depotgrillcc.com

Endless Possibilities  
Lisa Garner  
(435) 231-4804  
Or (435) 867-5732

Garden House  
Jeff Gayson (Owner)  
164 S 100 W  
Phone: (435) 586-6110  
Fax: (435) 586-6189

Pastry Pub Catering  
Siroos Saifizadeh (Owner)  
86 W University Blvd.  
(435) 867-1400

Red Acre Farms  
Symbria Patterson  
(435) 865-6792

SUU Food Services –  
Chartwell's  
Jori Corsi (Catering  
Manager)  
351 W University Blvd.  
jori.corsi@compass-  
usa.com

#### **Limo Service/Horse Carriage**

MacDonald Ranch  
(Carriages, Sleighs, Wagons)  
www.carriageandwagon.com  
PO Box 100005  
Alton, UT 84710 (435) 648-2133

Royal Limos  
St. George  
(435) 673-7770

#### **Party Rentals & Supplies**

Celebrate the Occasions  
491 S Main St. #6  
Cedar City, UT 84720  
(435) 586-1465  
*No Linens*

Forevermore Events  
www.forevermoreevents.com  
504 W Buena Vista Blvd. #2  
St. George, UT 84770  
(435) 688-7368

#### **Sound Equipment/D.J. Services**

Batt Mobile Sound  
(435) 586-0255

Grimshaw's Sound Studio  
(435) 865-7525

Festival Sounds  
www.festivalsounds.com  
(435) 590-7261

Sonic Entertainment, LLC  
Jason Robison  
www.sonicentertainment.us  
(435) 865-5782

AK Studio & Design  
(435) 463-2844  
www.abbeykohl.com

### **Photographers**

Model Me Studio  
Cedar City, UT 84720  
(435) 867-6430  
modelmestudio.blogspot.com

Zion Photography  
246 S. Main St.  
Cedar City, UT 84720  
(435) 586-4725

Picturesque Images  
Sarah Elkins  
Cedar City, UT 84720  
(435) 867-1530  
(801) 232-1164  
www.picturesqueimages.com

Studio West Photography  
98 W. University Blvd.  
Cedar City, UT 84720  
(435) 865-7434  
www.karlhugh.com

### **Tents, Chairs, Tables**

Forevermore Events  
www.forevermoreevents.com  
504 W Buena Vista Blvd. #2  
St. George, UT 84770  
(435) 688-7368  
laura@forevermoreevents.com  
(travel fees)

Wedding Décor & More  
May Hunter  
745 S. 300 E.  
Cedar City, UT 84720  
(435) 586-3532  
weddingdecorandmore.net

### **Tuxedo Rental & Sales**

Cardon Shoes & Clothing  
74 N. Main St.  
Cedar City, UT 84720  
(435) 586-6161

Celebrate the Occasions  
491 S. Main St. Suites 5 & 6  
Cedar City, UT 84720  
(435) 586-1465

Jocelyn's Floral Designs  
23 W. Center St.  
Cedar City, UT 84720  
(435) 586-1100

### **Video**

Batt Mobile Sound/  
Video Productions  
(435) 586-0255

Forever Photographics  
(Slide Shows)  
337 S. Main St. Suite 10  
Cedar City, UT 84720  
(435) 590-2190

### **Wedding Supplies & Services**

Arches & Ivy  
(435) 586-7237

Chocolate Fountain for  
Special Occasions  
(435) 865-6310

Weddings by Juliette  
248 N. Main St.  
Parowan, UT 84761  
(435) 477-3626

Wedding Décor & More  
745 S. 300 E.  
Cedar City, UT 84720  
(435) 586-3532  
www.weddingdecoreandmore.net  
May Hunter

**Music**

Kaitlin Sevy  
(435) 632-4496

Mason Cottom  
(435) 592-2410

Steven Swift  
blueswater@msn.com

**Transportation**

Cedar Area Transportation  
(CATS)  
Rick Holman or Tammy  
(435) 865-4510

Mesquite Bus Company  
Kathy Trickey  
kathy@ridemesquitebus.com  
(888) 855-4287

**Art**

Braithwaite Fine Arts Gallery  
(435) 586-5432

Artisan's Gallery  
Melissa Sullivan  
(435) 586-4850

**Floral**

Boomer's Bloomers  
Wendy Coulter  
(435) 586-6769

Zion Sun Floral  
(435) 586-6119

Jocelyn's Floral  
(435) 586-1100

**Resources**

Shakespeare Contact  
Nikki Allen  
PR Manager  
allen@bard.org

Frontier Homestead  
Ryan Paul  
ryanpaul@utah.gov  
(435) 586-9290

## Appendix E. Cycling & Running Business Lists

### Cycling Businesses

#### American Fork/Lehi/Pleasant Grove

- **[Bike Barn](#)**  
201 E. State St., Lehi, UT 84043, (801) 768-0660  
bikebarn@hotmail.com
- **[Bike Peddler](#)**  
24 E. Main, American Fork, UT 84003, (801) 756-5014  
Store Manager: Parrish
- **[Epic Biking](#)**  
1284 Redwood Road, Saratoga Springs, UT 84045, 801-653-2039  
Contact: Daniel Burton
- **[Recumbent Cycles of Utah](#)**  
Old Towne Square, 456 E State St., American Fork, Utah 84003, 801-763-0757,  
[www.rcutah.com](http://www.rcutah.com)
- The phone number is disconnected & the website isn't active, they might be out of business
- **[Timpanogos Cyclery](#)**  
665 W. State St., Pleasant Grove, UT 84062, (801) 796-7500  
Managers: Mark Smith and Wes Rasmussen
- **[Trek Bicycles of American Fork](#)**  
Meadows Shopping Center  
356 N 750 W, #D-11, American Fork, UT 84003, (801) 763-1222  
Owners: Jeff or Kris

#### Bountiful/Woods Cross

- **[Bike Fix](#)**  
145 S. Main Street, Bountiful, UT 84010 (801) 292-0453  
Contact: Paul or Brett
- **[Bountiful Bicycle Center](#)**  
2482 S. US Highway 89, Bountiful, UT 84087 (801) 295-6711  
Contact: Cam Pack
- **[Masherz](#)**  
1187 S. Redwood Road, Woods Cross, UT 84087 (801) 683-7556  
Contact: Doug
- **[Saturday Cycles](#)**  
2204 N. 640 W., West Bountiful, UT 84087 (801) 935-4605

#### Brian Head

- **[Brian Head Resort Mountain Bike Park](#)**  
329 S. Hwy 143 (in the Giant Steps Lodge) P.O. Box 190008 Brian Head, UT 84719  
(435) 677-3101

#### Cedar City

- **[Cedar Cycle](#)**  
38 E. 200 S. Cedar City, UT 84720 (435)586-5210  
Contact: Brian

#### Eden/Huntsville

- **[Diamond Peak Mountain Sports](#)**  
2429 N. Highway 158, Eden, UT 84310, (801) 745-0101

#### Heber

- **[Brothers Bikes](#)**  
520 Main Street, Heber City, UT 84032 (435) 657-9570

The number is disconnected

### Holladay/Cottonwood

- [Millcreek Bicycles](#)  
3969 Wasatch Blvd. (Olympus Hills Mall), Salt Lake City, UT 84124 (801) 278-1500  
Contact: Mike Henseen or Jason Bynum
- [Cottonwood Cyclery](#)  
2594 Bengal Blvd, Cottonwood Heights, UT 84121 (801) 942-1015  
Owner: Alan Greenburg
- [Spin Cycle](#)  
4233 S. Highland Drive, Salt Lake City, UT 84124 (801) 277-2626, (888) 277-SPIN  
The number is disconnected

### Kaysville

- [The Biker's Edge](#)  
232 N. Main Street, Kaysville, UT 84037, (801) 544-5300  
Contact: Tyler

### Logan

- [Joyride Bikes](#)  
65 S. Main St., Logan, UT 84321 (435) 753-7175  
Contact: Wayne
- [Mt. Logan Cyclery](#)  
**2651 N. 200 W.** (wrong address, call Jamie for help), Logan, UT 84341 (435) 752-4580  
Contact: Jamie (girl) (435) 770-9255
- [Sunrise Cyclery](#)  
138 North 100 East, Logan, UT 84321 (801) 753-3294  
Number is always busy
- [The Sportsman Mountain Place](#)  
129 N. Main, Logan, UT 84321 (801) 752-0211 (888) 821-5213  
Contact: Mark
- [Wimmer's Ultimate Bicycles](#)  
745 N. Main St., Logan, UT 84321, (435) 752-2326
- Contact: Mark or Steve

### Moab

- [Chile Pepper](#)  
702 S. Main, (next to Moab Brewery), Moab, UT 84532 (435) 259-4688, (888) 677-4688  
Owners: Ryan & Tracy Reed
- [Moab Cyclery](#)  
391 South Main, Moab, UT 84532 (435) 259-7423, (800) 559-1978
- [Poison Spider Bicycles](#)  
497 North Main, Moab, UT 84532 (435) 259-7882, (800) 635-1792
- [Rim Cyclery](#)  
94 W. 100 N., Moab, UT 84532 (435) 259-5333. (888) 304-8219
- [Uranium Bicycles](#)  
284 N. Main Street, Moab, UT 84532 (435) 259-2928  
Contact: Marshall or Christie

### Murray/Cottonwood

- [Canyon Sports Ltd.](#)  
1844 E. Ft. Union Blvd. (7000 S.), Salt Lake City, UT 84121 (801) 359-0814  
Contact: Chase Gentry

### Ogden

- [Bike Shoppe](#)  
4390 Washington Blvd., Ogden, UT 84403 (801) 476-1600  
Contact: Matt

- [\*\*Bingham Cyclery\*\*](#)  
1895 S. Washington Blvd., Ogden, UT 84403 (801) 399-4981
- Contact: Adam
- [\*\*Canyon Sports Outlet\*\*](#)  
699 W. Riverdale Road, Riverdale, UT 84405 (801) 621-4662
- Contact: Ask for manager on duty
- [\*\*Skyline Cycle\*\*](#)  
834 Washington Blvd., Ogden, UT 84401, (801) 394-7700
- *Owner: Matt Hasenyager (They said anybody can help when you come in)*

**Orem**

- [\*\*Blayn's Cycling Service\*\*](#)  
1738 S. State, Orem, UT, 84097, (801) 225-7012  
The number is disconnected
- [\*\*Mad Dog Cycles\*\*](#)  
360 E. 800 S., Orem, UT 84058 (801) 222-9577
- Contact: Brad
- [\*\*Park's Sportman\*\*](#)  
644 North State St. Orem, UT 84057 (801) 225-0227  
Contact: Randy Park (Need to set up appointment, he's usually in meetings)
- [\*\*SBR Sports\*\*](#)  
149 W. 400 N. Orem, UT 84057 (801) 225-0076  
Contact: Amy
- [\*\*Urban Downfall Cycles\*\*](#)  
335 E. University Parkway, Orem, UT 84058, 801-691-0250  
www.urbandownfall.com

**Park City**

- [\*\*Bootworks Cycle Center\*\*](#)  
Park City Resort Center, Plaza Level, UT 84060 (435) 649-3032  
Contact: "Ernie" - Jeff Earns
- [\*\*Christy Sports\*\*](#)  
7580 Royal St. E-107, Silver Lake Village Deer Valley, UT 84060 (435) 649-2909  
Contact: Dawn or Devin
- [\*\*Cole Sport\*\*](#)  
1615 Park Avenue, Park City, UT 84060 (435) 649-4806  
Contact: Scott Ford
- [\*\*Dharma Wheels Cyclery\*\*](#)  
6415 N. Business Park Loop Rd., #J, Park City, UT 84098 (435) 658-0032  
Contact: Nate or Chris (Not open Fridays)
- [\*\*Jans Mountain Outfitters\*\*](#)  
1600 Park Avenue — P.O. Box 280, Park City, UT 84060 (435) 649-4949  
Contact: Wes Colburn, Owner
- [\*\*Mountain Velo\*\*](#)  
2080 Gold Dust Lane, Park City, UT 84060 (435) 901-8356
- [\*\*19 Sports\*\*](#)  
(Sundial Lodge at the Canyons Resort) 3920 Sundial Court, Suite H, Park City UT 84098, (435) 649-1901
- [\*\*Stein Eriksen Sport at Stein Eriksen Lodge\*\*](#)  
7700 Stein Way Deer Valley, UT 84060 (435) 658-0680  
Contact: Marshall 435-940-1214
- [\*\*White Pine Touring\*\*](#)  
1790 Bonanza Drive — P.O. Box 280, Park City, UT 84068 (435) 649-8710  
Contact: Eric La'Pearl, Manager

**Payson**

- [Downhill Cyclery](#)  
36 W. Utah Ave., Payson, UT 84651, (801) 465-8881  
Only open Mon, Wed, Fri 2-7 p.m.

**Price**

- [Decker's Bicycle](#)  
77 E. Main Street, Price, UT 84501 (435) 637-0086
- [BicycleWorks](#)  
710 W. Price River Dr., Price, UT 84501 (435) 637-BIKE  
[fuzzysbicycleworks.com](http://fuzzysbicycleworks.com)

**Provo**

- [Mad Dog Cycles](#)  
936 E. 450 N. Provo, UT 84606 (801) 356-7025  
Contact: Chris Bradford (Event Coordinator for both stores – Provo & Orem- works out of Orem store)
- [Bingham Cyclery](#)  
187 West Center, Provo, UT 84601 (801) 374-9890  
Contact: John (Manager)
- [Racer's Cycle Service](#)  
159 W. 500 N. Provo, UT 84601 (801) 375-5873
- [Taylor's Bike Shop](#)  
1520 N. Freedom Blvd., Provo, UT 84604 (801) 377-8044
- Number is always busy

**South Jordan/Riverton/West Jordan**

- [Bingham Cyclery](#)  
10445 S. Redwood Rd., South Jordan, UT 84095 (801) 446-8183  
Contact: Anyone in this store
- [Canyon Bicycles](#)  
11516 S. District Drive, S. Jordan, UT 84095 (801) 790-9999  
Contact: Can talk to anyone there
- [Infinite Cycles](#)  
3818 W. 13400 S. #600., Riverton, UT 84065 (801) 523-8268  
Contact: Cameron or Brad
- [Lake Town Bicycles](#)  
1520 W. 9000 S., West Jordan, UT 84088 (801) 432-2995  
Contact: Ask for a manager
- [Taylor's Bike Shop](#)  
2600 W. 12600 S., Riverton, UT, 84065, (801) 253-1881  
Contact: Bryce, Manager

**Salt Lake City**

- [Bicycle Center](#)  
2200 S. 700 E. Salt Lake City, UT 84106 (801) 484-5275  
Contact: Chad
- [Bingham Cyclery](#)  
336 W. Broadway, Salt Lake City, UT 84101 (801) 583-1940  
Contact: Jared
- [Contender Bicycles](#) 875 East 900 South Salt Lake City, UT 84105 (801) 364-0344  
Contact: Ryan
- [Cyclesmith](#) 250 S. 1300 E. Salt Lake City, UT 84102 (801) 582-9870  
Contact: Eric
- [Fishers Cyclery](#)  
2175 South 900 East, Salt Lake City, UT 84106 (801) 466-3971  
Contact: Jeff or Wayne

- [\*\*Go-Ride Downhill and Mountain Bikes\*\*](#)  
3232 S. 400 E., #300, Salt Lake City, UT 84115, (801) 474-0081
- [\*\*Guthrie Bicycle\*\*](#)  
803 East 2100 South, Salt Lake City, UT 84106 (801) 484-0404  
Contact: Richard
- [\*\*Hyland Cyclery\*\*](#)  
3040 S. Highland Drive, Salt Lake City, UT 84106, (801) 467-0914  
Contact: Tom
- [\*\*REI \(Recreational Equipment Inc.\)\*\*](#)  
3285 E. 3300 S., Salt Lake City, UT 84109 (801) 486-2100  
Contact: Outreach Coordinator- Celeste Eppler
- [\*\*SLC Bicycle Collective\*\*](#)  
2312 S. West Temple, Salt Lake City, UT 84115, (801) 328-BIKE  
Contact: Johnson Morrison
- [\*\*Salt Lake City Bicycle Company\*\*](#)  
177 E. 200 S., Salt Lake City, UT 84111, (801) 746-8366  
Contact: Brent
- [\*\*Sports Den\*\*](#)  
1350 S. Foothill Dr. (Foothill Village), Salt Lake City, UT 84108, (801) 582-5611  
Contact: Nick
- [\*\*The Bike Guy\*\*](#)  
1555 S. 900 E., Salt Lake City, UT 84105, 801-860-1528  
Contact: Only 2 people work there, the owners, he said they'll be there
- [\*\*Wasatch Touring\*\*](#)  
702 East 100 South, Salt Lake City, UT 84102 (801) 359-9361  
Contact: Dwight, Charlie, Evan or Christy
- [\*\*Wild Rose Mountain Sports\*\*](#)  
702 3rd Avenue, Salt Lake City, UT 84103 (801) 533-8671  
Contact: Anyone can help you – you can hang a poster

#### **Sandy/Draper/Taylorsville**

- [\*\*Bingham Cyclery\*\*](#)  
1300 E. 10510 S. (106th S.), Sandy, UT 84094 (801) 571-4480  
Contact: Scott
- [\*\*Canyon Bicycles\*\*](#)  
762 E. 12300 S., Draper, UT 84020 (801) 576-8844  
Contact: Dave or Jen
- [\*\*REI \(Recreational Equipment Inc.\)\*\*](#)  
230 W. 10600 S., Sandy, UT 84070, (801) 501-0850
- [\*\*Revolution Mountain Sports\*\*](#)  
8714 S. 700 E., Sandy, UT 84070, (801) 233-1400  
Contact: Anyone can help
- [\*\*Staats Bike Shop\*\*](#)  
2063 E. 9400 S., Sandy, UT 84093, (801) 943-8502  
Line is always busy
- [\*\*Taylor's Bike Shop\*\*](#)  
3269 W. 5400 S., Taylorsville, UT 84118, (801) 969-4995  
Contact: Anybody can help

#### **St. George/Hurricane**

- [\*\*Bicycles Unlimited\*\*](#)  
90 S. 100 East, St. George, UT 84770 (435) 673-4492, (888) 673-4492
- [\*\*Over the Edge Sports\*\*](#)  
76 E. 100 E., Hurricane, UT, (435) 635-5455
- [\*\*Red Rock Bicycle Co.\*\*](#)

446 W. 100 S. (100 S. and Bluff), St. George, UT 84770 (435) 674-3185

- [Sunset Cycles](#)

140 N. 400 W., St. George, UT 84770 (435) 215-4251

**Sunset**

- [Bingham Cyclery](#)

2317 North Main, Sunset, UT 84015 (801) 825-8632

Contact: Kevin, Manager

**Springdale**

- [Zion Cycles](#)

868 Zion Park Blvd. P.O. Box 624 Springdale, UT 84767 (435) 772-0400

**Springville**

- [Noble Sports](#)

1575 South 1950 West Suite #1, Springville, UT 84663, (801) 616-3553

Contact: Ryan, Owner - ryanc@noblesports.com

**Vernal**

- [Altitude Cycle](#)

580 E. Main Street, Vernal, UT 84078, (435) 781 2595, (877) 781-2460

## Running Businesses

**American Fork/Lehi/Pleasant Grove**

- [26.2 Running](#)

91 E 100 N, American Fork, UT 84003, (801) 756-4747

Contact: Austin or Cameron

- [Fleet Feet Sports](#)

368 N. 750 W. #C-2, American Fork, UT 84003, (801) 756-5800

**Bountiful/Woods Cross**

- [Deboer's Running Store](#)

135 S. Main St., Bountiful, UT 84010 (801) 292-7774

Contact: Dennis

**Cedar City**

- [Sports Authority](#)

606 S. Main St., Cedar City, UT 84720, (435) 586-0687

**Holladay/Cottonwood**

- [Get Fit Athletic Wear](#)

11055 N. Alpine Hwy, Bldg 200, Highland, UT 84003, (801) 216-4467

Contact: Christina

**Logan**

- [Runners North](#)

555 W. 100 N. Suite D, Providence, UT 84332, (435) 755-5706

Contact: Mike or Heather

- [Sports Authority](#)

1050 N. Main St., Ste D, Logan, UT 84341, (435) 752-4287

Contact: Mary Carlisle, Store Manager - Ask for manager on duty if she's not there

- [Al's Sporting Goods Inc.](#)

1617 N. Main St., Logan, UT 84341, (435) 752-5151

Line is always busy

- [The Sportsman](#)

129 N. Main St., Logan, UT 84321, (435) 752-0211

Contact: Mark or Kristin

**Ogden**

- [Alpine Sports](#)  
1165 Patterson St., Ogden, UT 84403, (801) 393-0066  
Contact: Anybody can help
- [Peak Performance](#)  
1895 Washington Blvd., Ogden, UT 84401, (801) 475-0111
- [Striders Running Store](#)  
1776 N. 400 W., Layton, UT 84041, (801) 728-9121  
Line is always busy
- [Dick's Sporting Goods](#)  
1201 N. Hill Field Rd. #1024, Layton, UT 84041, (801) 444-6656  
Contact: Ask for a manager

### Orem

- [Runners Corner, Inc.](#)  
336 E. 800 S., Orem, UT 84097, (801) 223-7010  
Contact: Anybody can help
- [SBR Sports](#)  
149 W. 400 N., Orem, UT (801) 225-0076  
Contact: Amy
- [Sports Authority](#)  
643 E. University Parkway, University Mall, Orem, UT 84097, (801) 225-9500  
Contact: Anybody can help
- [Finish Line](#)  
University Mall, Orem, UT, (801) 224-9991  
Contact: Ask for a manager
- [Big 5](#)  
1290 S. State St., Orem, UT 84097

### Park City

- [Sports Authority](#)  
1780 Park Ave., Holiday Village, Park City, UT 84060, (435) 649-6922  
Contact: Ask for a manager
- [Cole Sport](#)  
1615 Park Ave., Park City, UT 84060, (435) 649-4800  
Contact: Jana Cole
- [Nike Factory Store](#)  
6699 N. Landmark Dr., Ste. L-100, Park City, UT 84060, (435) 649-7442  
Contact: Just ask for a manager
- [Adidas Factory Outlet](#)  
6699 N. Landmark Dr., Ste. A-130, Park City, UT 84098, (435) 658-5129  
Contact: Eric or other manager, cannot do posters, but can leave flyers

### Provo

- [26.2 Running](#)  
1270 N. State St., Provo, UT (801) 822-5241  
Contact: Dave or Austin from the American Fork store\*
- [MVP Sports](#)  
72 N. Main St., Spanish Fork, UT 84660, (801) 798-3587  
Contact: Scott
- [Big 5](#)  
141 E. 1000 N., Spanish Fork, UT 84660
- [Champs](#)  
1200 Towne Center Blvd. #2034, Provo, UT 84601

### Salt Lake City

- [Salt Lake Running Company](#)

2454 S. 700 E., Salt Lake City, UT (801) 484-9144\* Main Store

Contact: Elizabeth- elizabeth@saltlakerunningco.com

1356 S. Foothill Drive, Salt Lake City, UT (801) 582-1919

- [REI](#)

3285 E. 3300 S., Salt Lake City, UT 84109, (801) 486-2100

Contact: Outreach Coordinator- Celeste Eppler (same as cycling contact)

- [Utah Mountain Sport](#)

3265 E. 3300 S., Salt Lake City, UT 84109, (801) 484-8073

- [Big 5](#)

2236 S. 1300 E., Salt Lake City, UT 84106

- [Dick's Sporting Goods](#)

41 S. Rio Grande, Salt Lake City, UT 84101, (801) 456-0200

Contact: Lana or manager on duty- can put items in break room but need 30 days notice through community director to do anything else, can talk more at meeting

### **Sandy/Draper/Taylorsville**

- [Wasatch Running Center](#)

90 S. State Street, Sandy, UT 84070, (877) 786-8786

Manager: Darrell Phippen

- [Salt Lake Running Company](#)

1132 Draper Parkway, Draper, UT (801) 676-0844

Contact: Elizabeth – same person from main store

- [REI](#)

230 W. 10600 S. Ste 1700, Sandy, UT 84070, (801) 501-0850

### **St. George/Hurricane**

- [St. George Running Center](#)

2736 E. Red Cliffs Dr., St. George, UT 84780, (435) 628-7766

- [Big 5](#)

245 Red Cliffs Dr., St. George, UT 84790

- [Dick's Sporting Goods](#)

15 S. River Road, Suite 240, St. George, UT 84790, (435) 673-4261

### **South Jordan/Riverton/West Jordan**

- [Ossine Shoes and Gifts](#)

7136 Redwood Rd., West Jordan, UT 84084, (801) 561-5406

Contact: Ossine

- [Sports Authority](#)

11617 Parkway Plaza Dr., South Jordan, UT 84095, (801) 495-5945

Contact: Ask for a manager

- [Nike Factory Store](#)

3736 W. Center Park Dr., Ste. 120, West Jordan, UT 84084, (801) 282-1269

Contact: Ask for any manager

- [Big 5](#)

1390 W. 9000 S., West Jordan, UT 84088

- [Sport Chalet](#)

7682 S. Campus View Dr., West Jordan, UT 84084, (801) 282-0619

Contact: Ask for a manager

### **Vernal**

- [The Athlete's Foot](#)

1056 W. Hwy 40 #6B, Vernal, UT 84078, (435) 781-2245

**Appendix F. Event Photos**















