

POSITION DESCRIPTION

PRIVATE & CONFIDENTIAL

EXECUTIVE DIRECTOR INLAND PORT AUTHORITY



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Craig Sabina
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ORGANIZATION OVERVIEW

POSITION TITLE: Executive Director

REPORTING TO: Board of Directors

LOCATION: Salt Lake City, UT

WEBSITE: www.utahinlandport.org

“In 1848, the opening of both the Illinois and Michigan Canal and the Galena & Chicago Union Railroad marked the start of Chicago’s explosive growth as THE major transportation hub of “the West” (at the time). Utah’s Inland Port initiative and the state’s central location in the contemporary West will help drive not just growth but modern, sustainable growth in the state and the region for the next 100+ years. The Port Executive Director will play a central role in this process, leveraging the state’s commitment and resources to achieve this ambitious vision.”

Derek Miller – Chairman of the Board, Utah Inland Port Authority

BACKGROUND

The Utah Inland Port Authority was created during the Utah’s 2018 General Session (SB0234). The Port Authority is located in the northwest section of Salt Lake City, near the Salt Lake City Airport. It is governed by a board responsible for managing the affairs and conducting the business of the Authority and determining all questions of Authority policy.

The Inland Port Authority will pursue development strategies, policies and specific objectives designed to maximize long-term economic benefits to the area, the region, and the state. It will work to support the creation of high-quality jobs, while maintaining respect for, and sensitivity to, the unique natural environment of areas in proximity to the authority jurisdictional land. The Authority will work to be a catalyst for the regions next

wave of economic growth while focusing on improving air quality and minimizing resource use.



Utah Inland Port Authority boundaries



SOURCE: Salt Lake City

DESERET NEWS GRAPHIC

UTAH

The State of Utah has a strong economy. In its July 2018 employment report, Utah’s nonfarm payroll employment grew by an estimated 3.9 percent, adding 57,100 jobs since July 2017. Utah’s current employment level registers 1,510,700. The largest private sector employment increases were in trade, transportation, and utilities, with 14,100 jobs in education and 7,700 health services jobs.

U.S. Bureau of Labor Statistics (BLS) for July 2018 data shows Utah is ranked No. 1 for total U.S. job growth at 3.9 percent. In addition, Utah is ranked No. 2 for private sector job growth at 3.9 percent. The state is ranked No. 12 in national unemployment levels at 3.1 percent, tied with South Dakota and Virginia.



Derek Miller, Inland Port Board Chair & Salt Lake City Chamber of Commerce President



James Rogers, Inland Port Board Vice-Chair & Salt Lake City Council Member

Carlos Braceras – Executive Director, Utah Department of Transportation

Nicole Cottle – Deputy Mayor, West Valley and Assistant City Manager

Ben Hart – Deputy Director, Governor’s Office of Economic Development (GOED)

D. Gregg Buxton – Utah State Senator

Lara Fritts – Salt Lake City Economic Development Director

Michael Jensen – Salt Lake City Council Member

Stuart Clason – Salt Lake County Economic Development Director

Francis Gibson – Majority Leader, Utah House of Representatives

Garth Ogden – Sevier County Commissioner

THE OPPORTUNITY

The Executive Director of the Utah Inland Port Authority will play a central role in the next wave of explosive, modern, sustainable economic growth in a region perfectly positioned to take advantage of its unique location as well as its exceptional human capital, physical and economic assets. If the idea of playing a leadership role in this effort sounds intriguing, perhaps you are the right candidate for the job.

Working with a respected Board of Directors, the Executive Director's duties and responsibilities will involve developing and pursuing strategies and objectives that maximize long-term economic benefits to the area and state.



Under the leadership of the ED, the Authority will work diligently to enhance opportunities for surrounding communities, mitigate any potential negative impacts, respect existing land use and other agreements as well as arrangements between property owners within the authority jurisdictional land and applicable governmental authorities. The ED will promote and encourage development and uses that are compatible and complementary with areas in proximity to the authority jurisdictional land. She/he will develop, recommend and implement open and transparent policies and procedures and apply the Port Authority's strategic location and other features that make the Port Authority's land

attractive to business that engage in regional, national, or international trade and business the complement businesses engaged in regional, national or international trade.

The Inland Port Authority Executive Director will direct all functions of the Authority, including coordination of policies and program activities through other organizations Boards and any other appointed positions.



MISSION CRITICAL OBJECTIVES (FIRST 12 MONTHS)

- Build relationships and trust with current and future partners and stakeholders in the Port initiative. Turn opponents into proponents, and proponents into partners.
- Through a thoughtful public engagement/envisioning process, finish what has been started to help shape and build public support for the Port mission and vision.
- Set the stage for the Port's local, regional and state-wide success.
- Successfully leverage loaned staff resources and begin to build the team to execute the Ports mission.

SCOPE OF RESPONSIBILITY

The Executive Director, working with the Board, will lead the Inland Port Authority in an effective, inclusive effort to achieve its mission and vision. She/he will:

- Fulfill the public purpose of working with applicable state and local government entities, property owners and other private parties, and stakeholders to encourage and facilitate development of the authority jurisdictional land to maximize the long-term economic and other benefits for the state.
- Consistent with the strategies, policies and objectives developed and refined with the Board and other stakeholders, develop and guide Port uses on the Authority's jurisdictional land and the development of infrastructure to support those uses.
- Build and lead the team necessary to fulfill the Port's mission and vision.
- Work closely and collaboratively with a diverse group of stakeholders to unit them around a shared vision, gaining their trust and support in this historic effort.

SKILLS & EXPERIENCE REQUIRED

The Executive Director must be an innovator with strong leadership skills along with understanding and experience in the creation and launch of a new entity. He/she will have a minimum of 10 years of executive level experience with a verifiable successful track record. That track record will include at least five years as a leader working with a public agency, port authority or private sector organization dealing with terminal operations, logistic and/or goods movements, surface transportation, or world trade. Candidates with experience in managing large and complex organizations with significant capital and infrastructure investments will be considered.

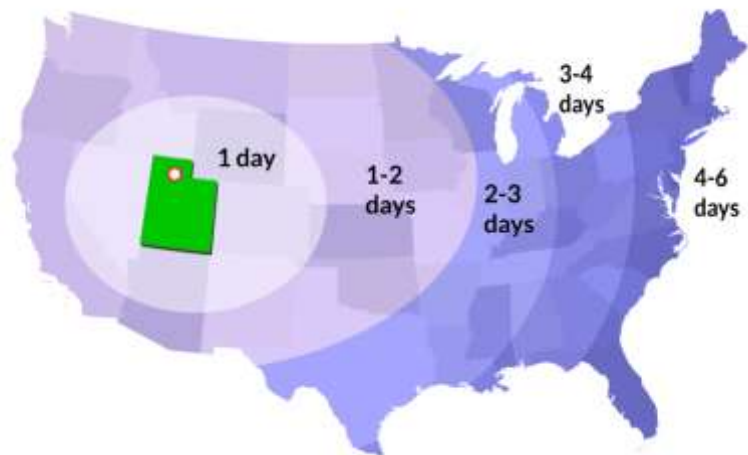
- Demonstrated skills:
 - Building strong relationships with business, local communities and neighborhoods as well as with political and other stakeholders.
 - Working successfully bringing stakeholders together in a challenging environment.
 - Incorporating diversity, equity, and inclusion into business principles and practices.
- Ability to:
 - Help shape and achieve consensus around a far-reaching mission and vision and the goals, objectives, and tactics to ensure they are achieved.
 - Communicate effectively and credibly with diverse audiences, including news media, communities, and large event gatherings.
 - Multi-task on a broad range of complex issues at any given time and make effective decisions by segmenting and sorting through vast quantities of informational inputs and variables.
- Working knowledge of:
 - Creating and executing business strategies in public and private-sector organizations.
 - Commercial real estate development strategies, planning and execution.
 - Working in mission-driven organizations.
 - Regional, national and global multi-modal transportation.
- Advanced knowledge of:
 - Public body, large and small business leadership.
 - Navigating successfully in a highly visible regional leadership position.
 - Creating and managing a small organization designed to leverage effective partnerships with peer organizations and stakeholders.

MANAGEMENT STYLE & PERSONALITY ATTRIBUTES

- Strives to live with the highest level of integrity, character and humility.
- Approachable leader with exceptional communication and interpersonal skills.
- Willingness to learn from and leverage an exceptional Board and the State's extensive existing resources.
- Accountable leadership through responsibility and ownership.
- Thrives in a fast-paced environment of innovation, team work and collaboration.
- Acclimates well in the complex environment.
- Visionary leader energized by the opportunity to create and execute a bold vision from the ground up.
- Multi-tasker with the ability to prioritize and take on many projects.
- Responsive with a calm sense of urgency and action.
- Team builder, comfortable building a small team and leveraging partnerships.

EDUCATION REQUIRED

- Bachelor's degree required
- Advanced Degree preferred



ABOUT OUR FIRM

McDermott & Bull (www.mbexec.com) is a retained executive search firm headquartered in Irvine, California. The firm serves publicly and privately held clients in a variety of industries and functions in all segments of human capital to align talent strategies with business strategies. The principals of McDermott & Bull have developed expertise in a wide array of fields, making the company one of the largest executive search firms in California and among the top 50 based in North America.

YOUR PROJECT TEAM

As your talent acquisition partner, your search project will be led by two highly-experienced executive search professionals, which include Craig Sabina (Principal Consultant) and Jeff Black (Partner). A dedicated team of research and recruiting associates, including Denae Bluethmann (Vice President of Recruiting & Development) and Jason Pinegar (Associate Principal Consultant), will also contribute to the successful completion of this search. Collectively, this team will provide a high-level of service, accountability and efficiency for the organization to make a sound and successful candidate selection.



Craig Sabina, Principal Consultant. Craig, who is based in Hailey, Idaho is a Principal Consultant with McDermott & Bull. He and Rod McDermott lead the firm's Aviation & Aerospace Practice. He is also charged with expanding the company's business in the Pacific Northwest across its many areas of industry expertise. Craig is a long-time entrepreneur, first with two partners in the publishing business, and for the last 20 years as CEO and owner of Summit Projects, a digital marketing and product design firm. He has hired literally hundreds of employees and contractors, ranging from COO-level team members to specialized contract vendors. He understands intimately the craft of building and running a business, having generated more than \$60,000,000 in sales over the last two decades at Summit. Through his work with Nike Golf (and half a dozen other Nike divisions), Xerox, Columbia Sportswear, Swiss Army Brands, AOL/Times Mirror, Norwegian Cruise Lines, Oregon Health Sciences University, Bandon Dunes, Honeywell, Bendix King and dozens more, Craig brings deep experience helping major companies achieve complex objectives in rapidly-evolving business environments. While his firm has been legendary for producing exceptional digital brand experiences, what has always inspired him above all else has been building, and helping others build, exceptional high performance teams.

Craig serves as Honary Civilian Commander to the 142nd Fighter Wing based in Portland, Oregon and on the Experimental Aircraft Association Education and Innovation Foundation Board. Over the years, Craig has supported and/or served on the Boards The 7/24 Exchange of Oregon/SW Washington, The Next Door, The Portland Schools Foundation, The Z-man Scholarship Foundation, Angel Flight and many others.



Jeff Black, Partner. Jeff serves as a Partner at McDermott & Bull Executive Search. Nicknamed "The fit Practice," his practice is focused on helping companies realize an ideal fit between executive talent and the company's culture and values. Jeff's clients include: Portland Development Commission, Easter Seals Southern California, Honda Center/Anaheim Ducks, Panda Restaurant Group, Farmer Boys Restaurants, Decurion/ArcLight Cinemas, BJ's Restaurants, Del Taco, Juanita's Foods, Silverado, CareMeridian, Harry's Fresh Foods, and Golden State Foods. Prior to joining McDermott & Bull, Jeff served as a senior executive with Raytheon Technical Services Company, a \$2B global services subsidiary of the Raytheon Company, and had extensive experience working with U. S. Government customers across a wide variety of agencies.

Jeff serves on the Board of Directors of OneOC, on the Advisory Board for the Center for Leadership at Cal State Fullerton, and is founder of DifferenceMakersOC, whose purpose is to create synergistic relationships for good between successful people that also want to make a difference in their communities. He is married with two children and currently resides in Yorba Linda, California. Jeff received a Bachelor's Degree in Business Management in 1980 and an MBA in Finance in 1984, both from California State University, Fullerton.

CONTACT INFORMATION

For interest or recommendations regarding this position, you may contact:

Craig Sabina

Principal Consultant

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Entertainment, shopping, recreation and spectacular natural beauty. Utah, a special place to live, work and play.





Utah Inland Port Search Process & Timelines

1. Phase One – Research (Weeks 1 – 2)

- a. Conduct in-depth meeting(s) with the Inland Port Board and other stakeholders in the process to gain a thorough understanding of the vision, objective and culture.
- b. Determine mission critical objectives and create position specific.
- c. Develop a target list of organizations from which to recruit.

2. Phase Two – Recruit & Qualify (Weeks 1 – 6)

- a. Identify qualified candidates based on the defined criteria.
- b. Perform rigorous screening to qualify and rank candidates.
- c. Conduct interviews with qualified candidates and create thorough written summaries.
- d. Hiring manager and the Inland Port Board to review summaries and recommend finalists.
- e. Conduct weekly touch-base calls with the Port to ensure alignment on the project and the candidate pool.

3. Phase Three – Secure Talent (Weeks 4 – 12)

- a. Clients interview selected candidates.
- b. Strategize with the Port to select and secure ideal candidate.
- c. Structure offer terms with the Port and negotiate with candidate.
- d. Perform comprehensive background and reference checking in coordination with our client.

4. Phase Four – Post Hire (Post hire – monitor candidate at 1, 3, 6 and 12-month marks)

- a. Maintain contact with clients to assess short term performance of the hired candidate.
- b. Maintain contact with hired candidate to ensure fit with the organization.

Proposed Strategy/Schedule – Final Candidate Selection

- Submit 6 to 8 candidates to the Board for phone/video conference interviews
- Target in-person interviews of 3 to 4 candidates.
- In- person Interviews on a single day if at all possible.
- McDermott & Bull to help coordinate and attend the interviews, candidate tour of the area, interview schedule, accommodations and travel planning, etc.
- McDermott & Bull to help create in-person interview questions and evaluation criteria.
- Final candidate selection within 24 to 48 hours of interviews.
- Candidate background check within 3 days of candidate selection.
- Compensation package negotiation within 3 days of candidate selection and negotiation.
- Public Presentation of final candidates in a Board meeting within 1 week of selection.
- Start date TBD during compensation negotiations.

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STATEMENT OF CAPABILITIES

PREPARED FOR

UTAH INLAND PORT AUTHORITY

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RESPONSE REQUIREMENTS

LEGAL COMPANY NAME

McDermott & Bull Executive Search

**See Appendix – “About Our Firm” for description of our firm (page 13)*

CONTACT INFORMATION

Craig Sabina

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Jeff Black

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**See Appendix – “Your Project Team” for professional bios (page 14)*

1 - ELIGIBILITY REQUIREMENT

- ✓ *Has your company ever been, debarred, suspended, proposed for debarment, or declared ineligible by any governmental department or agency, whether international, national, state, or local?*

Yes ☐
No ☒

2 - EXPERIENCE REQUIREMENT

- ✓ *Does your firm have a minimum of three years' experience providing professional headhunting services, including a minimum of 3 years' experience in recruiting executive leadership candidates specifically?*

Yes ☒
No ☐

3 - CAPABILITY REQUIREMENT

- ✓ *Does your firm confirm that it is fully capable of performing, and fully able to abide by, all material aspects of the requested services?*

Yes ☒
No ☐

4 - CUSTOMERS & REFERENCES

- ✓ Provide a list of past (any number) and current (at least two (2)) customers for whom your firm has recruited executive leadership candidates, dates of involvement, and customers' contact information, including an e-mail address. The Inland Port Authority reserves the right to contact customers for information related to your firm's qualifications and experience with the subject of this Request for Professional Services.

Past:

Client/Firm Name	Dates of Involvement	Contact Name	Contact Phone Number	Contact Email
Keystone Aviation (based at the Salt Lake City Airport)	2016/2017/2018 (VP, Sales role in 16/17 VP, Flight Operations role 17/18)	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED]	[REDACTED]
Port of Portland (OR)	2016/2017 Executive Director Search	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]

Current (Minimum of 2):

Client/Firm Name	Dates of Involvement	Contact Name	Contact Phone Number	Contact Email
Braidy Industries	2018 (CFO search 2 nd position, President, Mill Operations. Many more to come.)	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
Airbus	2018	[REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]
The NUAIR Alliance	2016/2017/2018 (CEO, 2016/17 CTO, 2017/18 Director of Sales, 2018)	[REDACTED] [REDACTED] [REDACTED] [REDACTED]	[REDACTED] [REDACTED]	[REDACTED]

☒ CANDIDATE VERIFICATION

- ✓ Your firm confirms and agrees that it will supply only candidates that have been verified by you to meet the minimum requirements identified in the job description.

Yes ☒
No ☐

6 - AWARDS & PROFESSIONAL RECOGNITION

- ✓ *List any awards or professional recognition your company or members of your recruiting staff have received for excellence in your field.*



If you speak with startup founders or large-company CEOs, they'll probably tell you that hiring good people is their biggest challenge. It's no wonder there are thousands of recruiting firms in the U.S., all vying to help companies get talent in the door. But which recruiters are the most well-respected? We're honored to be recognized as one of Forbes' Best Executive Recruiting Firms.

Hunt Scanlon recently recognized McDermott & Bull as one of the largest executive search firms in the Americas. Additionally, with a 63% increase in revenue, McDermott & Bull was the fastest-growing firm featured within the Top 50 Recruiters list in 2017.



The Portland, Oregon-based 142nd Fighter Wing of the United States Air National Guard is charged with responding to emergencies and providing unequalled combat readiness in the Pacific Northwest, Western Canada and Alaska. The Civilian Base Commander's mission is to develop and nurture understanding and collaborative relationships between the Wing and the surrounding community. Craig is honored to be beginning a 2-year term as part of the team of 9 Civilian Base Commanders, dedicated to fulfilling the program mission and vision.

7 - KNOWING THE MARKET

- ✓ *Describe your experience in attracting and placing individuals in the State of Utah, specifically. Describe your knowledge of the local market.*

In 2016,17 & 18, Craig Sabina led two successful recruiting efforts for Keystone Aviation: [REDACTED]

[REDACTED] Both individuals had some concerns about moving to Salt Lake City. Both are thrilled with their decision. And both are doing very well in their respective positions. Please see the appendix, page 36 through 39, for our write-up on the successful VP, Flight Operations candidate and a relocation primer we created, designed to help candidates consider a move to Utah.

Craig Sabina is intimately familiar with, and appreciative of, the great state of Utah. From his time during the late 70's making marketing films at Snowbird for the Hexcel Ski Company to his decades of participation in the Outdoor Retail Show in Salt Lake City (very disappointed in the decision to move to Denver) to his recent work for Keystone Aviation, Craig understands as well as any non-resident can what the state has to offer. He deeply respects and appreciates the Utah's compelling combination of economic and cultural vitality as well as its unparalleled natural resource base and physical beauty. He lives in Hailey, ID and travels regularly to, and through, the state.

8 - PROMOTING OPPORTUNITIES

- ✓ *Thoroughly describe your method(s) of promoting vacancies to potential candidates. If applicable, provide samples of employment marketing materials, including screenshots of any websites dedicated to advertising open positions, as well as examples of written communications sent to potential candidates.*

At McDermott & Bull we typically employ a two-pronged approach to a project like this one. As recruiters, of course we work our existing networks to source compelling candidates we know and those our industry colleagues recommend. We will also do a comprehensive direct outreach to strong potential candidates we don't know, leveraging our talented in-house recruiting and research team in this effort. Our time-tested project kickoff process with our clients serves as a powerful and effective guide to help ensure we are sourcing the very best candidates. Our weekly touch base efforts and our intense efforts so submit early "benchmark candidates" keeps us on task and on track.

Construction of Position Specification for Strategic Outreach

Based on the information gathered from our kickoff meeting(s), we will create a detailed description of the position. After Utah Inland Port Authority's approval of the position specification, a candidate profile is created. Our Research & Recruiting team will also use this profile as a basis for assessing potential candidates.



The position description is 50% a "marketing" document and 50% a detailed description of the role. The document is not only meant to inform a candidate about the role but should also help in educating them on the opportunity. Therefore, the first part of the position description describes the "sizzle" behind the organization and its strategic growth plan and the role. The second portion of the document details the role and expectations.

The position specification includes:

- the story behind the Utah Inland Port Authority;
- the opportunity;
- scope and responsibilities;
- six (6) and/or twelve (12) month Mission Critical Objectives;
- required experience and knowledge of candidates; and personal attributes of candidates.

The Port of Portland Executive Director position description (*see appendix, page 17*) and the NUAIR Alliance CEO position description (*see appendix, pages 23*) are intended to help give you a sense of how we might position an opportunity with the Utah, Inland Port Authority. Please also find attached a relocation primer (*see appendix, page 40*) we shared with the VP of Flight Operations and the VP of Sales candidates for the roles at Keystone.

Note: We rarely advertise positions for which we are recruiting. We believe the very best candidates for almost any leadership searches we are conducting are not actually looking for a new job. Over the years we have found that advertising the opportunities we are working on brings less qualified candidates and consumes valuable resources and time in a process we all hope to move forward in an expeditious manner.

9 - LEVERAGING RELATIONSHIPS

- ✓ *Describe your existing relationships, if any, with state government agencies and/or other Port Authorities, through which you might encounter potential candidates.*

Our relatively recent work for the Port of Portland has created interesting relationships with individuals at the Port of Seattle, The Port of Long Beach, The Port of Corpus Christi, the Ports of New York, Cleveland, Virginia Beach, Jacksonville Florida and Mobile Alabama, to name a few.

Sample list of additional organizations and relationships we would leverage:

- | | |
|--|--|
| ▪ Anchorage, AK - Port of Anchorage | ▪ Los Angeles, CA - Port of Los Angeles |
| ▪ Astoria, OR - Port of Astoria | ▪ Louisville, KY - Jefferson Riverport |
| ▪ Baltimore, MD - Port of Baltimore | ▪ Memphis, TN - Port of Memphis |
| ▪ Boston, MA - Port of Boston | ▪ Milwaukee, WI - Port of Milwaukee |
| ▪ Bremerton, WA - Port of Bremerton | ▪ Minneapolis, MN - Port of Minneapolis |
| ▪ Bridgeport, CT - Port of Bridgeport | ▪ Nashville, TN - Port of Nashville |
| ▪ Brownsville, TX - Port of Brownsville | ▪ New Orleans, LA - Port of New Orleans |
| ▪ Buffalo, NY - Port of Buffalo | ▪ New York, NY - Port of New York |
| ▪ Cape Canaveral, FL - Port Canaveral | ▪ Newark, NJ - Port of Newark |
| ▪ Charleston, SC - Port Charleston | ▪ Newport, OR - Port of Newport |
| ▪ Chicago, IL - Port of Chicago | ▪ Oakland, CA - Port of Oakland |
| ▪ Cincinnati, OH - Port of Cincinnati | ▪ Olympia, WA - Port of Olympia |
| ▪ Cleveland, OH - Port of Cleveland | ▪ Pasadena, TX - Port of Pasadena |
| ▪ Coos Bay, OR - Oregon International Port of Coos Bay | ▪ Redwood City, CA - Port of Redwood City |
| ▪ Cordova, AK - Port of Cordova | ▪ Richmond, VA - Port of Richmond |
| ▪ Corpus Christi, TX - Port of Corpus Christi | ▪ Saint Louis, MO - Port of Metropolitan St. Louis |
| ▪ Detroit, MI - Detroit/Wayne County Port Authority | ▪ San Diego, CA - Port of San Diego |
| ▪ Duluth, MN - Port of Duluth | ▪ San Francisco, CA - Port of San Francisco |
| ▪ Edmonds, WA - Port of Edmonds | ▪ Santa Barbara, CA - Santa Barbara Harbor |
| ▪ Everett, WA - Port of Everett | ▪ Santa Cruz, CA - Santa Cruz Harbor |
| ▪ Galveston, TX - Port of Galveston | ▪ Seattle, WA - Port of Seattle |
| ▪ Gary, IN - Port of Gary | ▪ Stockton, CA - Port of Stockton |
| ▪ Green Bay, WI - Port of Green Bay | ▪ Tacoma, WA - Port of Tacoma |
| ▪ Hartford, CT - Port of Hartford | ▪ Texas City, TX - Port of Texas City |
| ▪ Houston, TX - Port of Houston | ▪ Toledo, OH - Port of Toledo |
| ▪ Kansas City, MO - Port of Kansas City | ▪ Vancouver, WA - Port of Vancouver |
| ▪ Long Beach, CA - Port of Long Beach | ▪ West Sacramento, CA - Port of West Sacramento |

In addition, have relationships with interesting private sector concerns who may be helpful in this process. [REDACTED]

[REDACTED] (now a full time Park City resident) may be of some help in this process as well.

Finally, Craig's recent work has introduced him to a number of talented individuals who have served at the highest levels of our nation's military. They too may be of interest in this process.

Our project kickoff meeting will no doubt stimulate a variety of ideas beyond these early thoughts.

10 - SECURING LEADERSHIP TALENT

- ✓ *Describe how you would convince a Port Authority Executive Director candidate to accept a position with the Port Authority in the State of Utah, demonstrating research of the benefits of living and working in the state and the benefits of working for a public entity.*

Securing leadership talent

Our ability to secure talent begins with learning about the culture, values, and priorities of our client team in multiple ways to allow us to be an extension of your brand in the talent marketplace. We will work with the Derek Rogers, James Miller and other leaders responsible for creating this new State entity to learn as much as possible about the vision, mission and strategic goals of the organization and how these messages are/will be communicated to your teams, constituents and community. By getting to know the Port organizing leaders, we will come to understand the objectives for the Port and the practical application of the cultural elements envisioned for the organization to help quality talent feel comfortable making the decision to join/lead the organization. Next, we move expeditiously to create compelling position descriptions and relocation documents designed to help qualify candidates and to create interest in each opportunity. We would call your attention to the attached work products (*see Appendix*), the sample position specifications and a relocation primer for Salt Lake City, UT.

We would add that, we will work to find candidates who will be naturally drawn to what Utah and the Port opportunity have to offer, from inside and outside of the state. Based on our recent experience with Keystone Aviation, we are confident in our ability to succeed. There will be a number of intriguing, qualified candidates for the role.

Each search differs depending upon the complexities of the role and the established search parameters and selection process. Typically, we estimate searches to be completed in 90 days.

We also assist in navigating the negotiation process with the chosen candidate to help create a mutually acceptable agreement. And we provide ongoing communication and support to ensure a successful onboarding of the new leader.

There are other contributing factors and differentiators that allow us to both attract and secure talent to your organization that other firms either miss or cannot. These include:

- **CANDIDATE EXPERIENCE** | Our firm recognizes its responsibility to be the best possible reflection of our clients as we interact with candidates. Their experience is a critically important way in which we evaluate our performance. As ambassadors for each of our clients in the marketplace, we feel it is of paramount importance to truly understand their stories and to be able to effectively articulate those stories to candidates and candidate referral sources. Moreover, each candidate must feel both thoroughly vetted and respected no matter the outcome.
- **BLOCKAGE** | As a super-boutique firm, we employ similar search and selection processes and resources to those of our larger and/or industry-specific competitors but we rarely encounter some of their challenges, the largest of which is known as “blockage.” As an industry practice, retained executive search firms do not (or at least should not) recruit from their clients. The larger or the more singularly focused the recruiting organization the greater the chance that someone within the firm is recruiting on behalf of an important target organization, making recruiting from that organization ethically off limits. For this reason, we believe in building deep relationships with a limited number of clients. And please note that this goes both ways ... as a current client we would not recruit candidates from your organization.
- **RESULTS** | We focus on measuring ourselves as a function of the success realized by our clients. We embark on projects in support of our clients with the express intention of completing every search successfully in a committed partnership with our client. Our fill rate is as high as any search firm, primarily because we commit ourselves to our client’s success from the beginning, we painstakingly provide information and updates to keep our clients informed, and most importantly, we tell our clients the truth when the realities of the talent market do not match the originally desired combination of talent, experience and compensation level. Our commitment is to ensure that needed changes in strategy are made quickly in concert with our clients, to ensure that we avoid too much time passing if a strategy is not bearing desired fruit.

11 - QUALIFYING CANDIDATES

- ✓ *Thoroughly describe your process for verifying a candidate's qualification, including educational background, licensing, and the absence of disciplinary action. Include your standard timeframes for completing this process. Indicate if you perform any type of background check on candidates prior to submitting them to a customer for consideration (not mandatory, but strongly preferred).*



FOCUS ON FIT | We are focused on ensuring comprehensive fit between the selected candidate and our client. We do this by concentrating on the *fit Senses*: 1) Business Sense, which is based on functional fit (alignment of experience, relevance, and results); 2) Brand Sense, which is based on cultural fit (alignment of identity, behaviors and people); and 3) Heart Sense, which is based on personal fit (alignment of drive, values and purpose). In addition to ensuring that our candidates fit with our client's organization, we also believe in creating fit between our approach and our client's specific needs, to guarantee a successful search.

CANDIDATE ASSESSMENT & EVALUATION | No two searches are exactly alike, so we tailor our search strategy to the specific needs of your organization. We work closely with you to establish the true must-haves a candidate should possess—utilizing the fit senses framework. We also help you to identify mission critical objectives that clearly define what success looks like six to twelve months after hire. Spending quality time with you and your organization upfront will allow us to create a candidate success profile that will guide you, through the objective evaluation of each candidate, towards the right fit decision.

OUR METHODOLOGY | We employ a mixed-methods approach to assess and evaluate each candidate's strengths and weaknesses. Some of the most common selection tools, which include interviews, resumes and references, have been repeatedly shown to be unreliable predictors of future success, especially when utilized by the untrained evaluator, which stifles an organization's ability to identify and hire truly outstanding candidates. Our team implements a variety of reliable tools, guided by validated research and industry best-practices, to supplement the assessment and evaluation process and best ensure the selection of the most qualified candidate—the one who shows the greatest aptitude for success on a functional, cultural and personal level. These tools include:

- ✓ Organizational Analysis & Culture Surveys
- ✓ Leadership Competency Modeling
- ✓ Leadership Assessment
- ✓ Structured & Semi-Structured Interviews
- ✓ Behavioral & Situational Evaluation
- ✓ Psychological Inventories & Cognitive Tests
- ✓ Multi-Rater Evaluation (added triangulation)
- ✓ Historical Content Review - Resumes, Reference Checking
Performance Records, Criminal & Financial History



McDermott & Bull's search process is geared toward a search conclusion within 90-days. Our process typically results in the presentation of 5-7 high-quality candidates with the skills experience and temperament for the role.

SEARCH DELIVERY TIMELINE

1. Phase One – Research (Days 1 – 3)

- a. Conduct in-depth meetings with clients and other stakeholders in the process to gain a thorough understanding of client's stories and culture.
- b. Determine mission critical objectives and create position specification.
- c. Collaborate with our clients to develop a target list of organizations from which to recruit.
- d. Identify qualified candidates based on the defined criteria.

2. Phase Two – Recruit & Qualify (Weeks 1 – 6)

- a. Perform rigorous screening to qualify and rank candidates.
- b. Conduct interviews with qualified candidates and create thorough written summaries.
- c. Meet with clients hiring manager(s) to review summaries and recommend finalists.

3. Phase Three – Secure Talent (Weeks 4 – 12)

- a. Clients interview selected candidates.
- b. Strategize with clients to select and secure ideal candidate.
- c. Structure offer terms with clients and negotiate with candidate.
- d. Perform comprehensive background and reference checking in coordination with our client.*

4. Phase Four – Post Hire (Post hire – monitor candidate at 1, 3, 6 and 12-month marks)

- a. Maintain contact with clients to assess short term performance of the hired candidate.
- b. Maintain contact with hired candidate to ensure fit with the organization.

Note: Consistent with the norms of the retained executive search industry, background and reference checks are typically performed on final candidates in our search efforts. Our normal executive candidate vetting process yields an extensive amount of insight into candidates in terms of their qualifications, experience, personal makeup and potential for culture fit with our clients (as described fully in sections below) – our experience has shown that with high-end executive candidates, background and reference checking, while valuable to ensure candidates do not misrepresent, provide a valuable additional calibration and confirmation of what we learn through the process. However, based on our client's specific requirements, we are always happy to adapt our process and adjust in terms of reference and background checking.

12 - COMMUNICATING WITH CUSTOMERS

- ✓ *Thoroughly describe how you maintain communication with customers, both during and outside of open recruitments. Describe how customers can track your recruitment activities, including the number of candidates contacted and the level of interest in the position.*

We are big believers in weekly touch-base (TB) calls and/or face-to-face meetings with our clients during each and every recruiting effort. Just before weekly TBs, we will submit an activity summary document designed to provide enough detail on every relevant detail in our process without overwhelming you with unnecessary information. We are continually collecting feedback. This information is used to recalibrate, potentially resulting in the introduction of additional candidates. We are also able to put together a candidate slate plan, which serves well with larger Search Committees and Governing Boards.

We are big believers in moving as quickly as possible at every point in the process. In fact, we are in the middle of a LEAN SIX SIGMA exercise here at McDermott & Bull to identify opportunities to be even more efficient. From years of experience we have learned that it is critical to move prospective candidates through the process as quickly as possible, on our side and with our clients. Long waits between interviews, feedback and/or offers can result in missed opportunities. We work hard to be “professionally persistent” with ourselves and our clients to make sure the best candidates are thoroughly and expeditiously considered.

And a discipline around conducting weekly status calls with our clients, including early prospective candidate write-up reviews, helps ensure that we stay on track.



13 - ENGAGEMENT DETAILS

- ✓ *Without disclosing cost information, please submit a document thoroughly describing and explaining your firm's cost structure. Identify the specific deliverable(s) or milestone(s) upon which payment(s) is(are) due and identify the percentage of the total headhunting fee due with each payment. You may break up your fee in any way you wish, including 100% of the fee in one payment, or division of the fee into two or more payments.*

The objective of our search engagement is to provide a robust level of service with maximum client partnership and organization incentive to fill the position and successfully socialize the new hire. Our services included all efforts necessary to support our client's acquisition the right new leaders and includes (but may not be limited to) sourcing, recruiting, interviewing, assisting our clients in negotiating with candidates and performing reference checks.

Fee Amount | One-third of first year's anticipated cash compensation (base salary plus cash bonus).

Fee Structure | Performance-Based Retained Model—many retained search firms invoice their clients based on a fixed number of calendar days that pass following start of the search; our firm invoices based on key milestones being accomplished, aligning us with our clients' objective of an exceptional executive starting as quickly as possible.

- The first payment is one-third of the fee amount, as a non-refundable retainer, due upon initiation of search.
- The second payment is one-third of projected fee billed after [REDACTED].
- Final balance is not billed until the successful candidate accepts your offer.
- If client cancels the search within thirty (30) days, we will forward a statement for our prorated expenses related to the search. If client cancels the search after thirty (30) days, a final statement will be sent for an amount equal to the difference between the total estimated fee and the fees previously paid, as well as our prorated expenses related to the search.

Expenses | Flat monthly administrative expenses—many retained search firms invoice as much as 12% of the total placement fee for monthly administrative costs. Our firm caps monthly administrative expenses at \$1,000. Other expenses for candidate or consultant travel, position marketing/posting costs, or other items including background checks and use of candidate personality/style assessment tools will be billed as incurred with no markup; we will secure client approval prior to incurring these expenses.

Performance Guarantee | Our firm offers a one-year unconditional guarantee. If a candidate separates for any reason, within one year of hire, we will conduct a replacement search at no fee.

ABOUT OUR FIRM



McDermott & Bull Staff Team Building Day at "The Second City" in Hollywood, CA

McDermott & Bull (www.mbsearch.com) is a national retained executive search firm headquartered in Irvine, California, with offices in Los Angeles, New York, Denver, San Diego, Nashville, Vancouver, Canada and Amsterdam, Netherlands. Our firm supports private and public companies, non-profit organizations, public agencies, as well as private equity and venture firms and their operating companies. We partner with boards and senior leadership teams across a variety of industries, in all functions and segments of human capital, to align talent strategies with business strategies. Furthermore, we specialize in assessing our clients' specific requirements for senior leadership and ensuring a parallel between those requirements and the organizational culture.

As an executive recruiting firm, McDermott & Bull concentrates on identifying qualified candidates at the executive level. The firm is led by industry executives who have held significant P&L responsibilities in a variety of corporations; importantly, each of our firm's consultants have held VP-level positions or higher in business prior to entering retained search by joining McDermott & Bull. This deep client-side experience is just one of the reasons why McDermott & Bull has been redefining expectations for over a decade by providing clients with game-changing candidates, significantly faster than the industry norm. Our team brings substantial talent acquisition experience and a diverse professional executive network across several industries and functional disciplines.

For our search assignments, our formal and informal networks are leveraged to expand our reach, as we have created a strong talent ecosystem through partnering and completing difficult and mission-critical executive level search assignments. McDermott & Bull is a relationship-based retained search firm, meaning our clients are our lifeblood, and we serve them as a small business that is nimble, adaptive, and entrenched within our clients' organizations. Our firm includes our own internal, dedicated research and recruiting team, which gives us the ability to canvas the country in search of critical talent.

YOUR PROJECT TEAM

As your talent acquisition partner, your search project will be led by two highly-experienced executive search professionals, which include Craig Sabina (Principal Consultant) and Jeff Black (Partner). A dedicated team of research and recruiting associates, including Denae Bluethmann (Vice President of Recruiting & Development) and Jason Pinegar (Associate Principal Consultant), will also contribute to the successful completion of this search. Collectively, this team will provide a high-level of service, accountability and efficiency for the organization to make a good candidate selection.

Craig Sabina, Principal Consultant



Craig Sabina, who is based in Hood River, Oregon, is a Principal Consultant with McDermott & Bull. He and Rod McDermott lead the firm's Aviation & Aerospace Practice. He is also charged with expanding the company's business in the Pacific Northwest across its many areas of industry expertise. Craig is a long-time entrepreneur, first with two partners in the publishing business, and for the last 20 years as CEO and owner of Summit Projects, a digital marketing and product design firm. Craig has hired literally hundreds of employees and contractors, ranging from COO-level team members to specialized contract vendors. He understands intimately the craft of building and running a business, having generated more than \$60,000,000 in sales over the last two decades at Summit. Through his work with Nike Golf (and half a dozen other Nike divisions), Xerox, Columbia Sportswear, Swiss Army Brands, AOL/Times Mirror, Norwegian Cruise Lines, Oregon Health Sciences University, Bandon Dunes, Honeywell, Bendix King and dozens more, Craig brings deep experience helping major companies achieve complex objectives in rapidly-evolving business environments. While his firm has been legendary for producing exceptional digital brand experiences, what has always inspired him above all else has been building, and helping others build, exceptional high performance teams.

Craig serves on the board of the Pacific Northwest chapter of Data Center Industry Association 7X24 Exchange, leading the organizations's special projects efforts and, in particular the organization's regional private sector emergency preparedness initiative. Over the years, Craig has supported and/or served on the Boards of The Next Door, The Portland Schools Foundation, The Z-man Scholarship Foundation, Angel Flight and many others.

Jeff Black, Partner



Jeff Black serves as a Partner for McDermott & Bull Executive Search. Nicknamed "The fit Practice," his practice is focused on helping companies realize an ideal fit between executive talent and the company's culture and values. Jeff's clients include: Portland Development Commission, Easter Seals Southern California, Honda Center/Anaheim Ducks, Panda Restaurant Group, Farmer Boys Restaurants, Decurion/ArcLight Cinemas, BJ's Restaurants, Del Taco, Juanita's Foods, Silverado, CareMeridian, Harry's Fresh Foods, and Golden State Foods. Prior to joining McDermott & Bull, Jeff served as a senior executive with Raytheon Technical Services Company, a \$2B global services subsidiary of the Raytheon Company, and had extensive experience working with U. S. Government customers across a wide variety of agencies.

Jeff serves on the Board of Directors of OneOC, on the Advisory Board for the Center for Leadership at Cal State Fullerton, and is founder of DifferenceMakersOC, whose purpose is to create synergistic relationships for good between successful people that also want to make a difference in their communities. He is married with two children and currently resides in Yorba Linda, California. Jeff received a Bachelor's Degree in Business Management in 1980 and an MBA in Finance in 1984, both from California State University, Fullerton.

**Team bios continued on next page*

Denae Bluethmann, Vice President of Recruiting & Development



Denae co-leads McDermott & Bull's internal recruiting and research team and is also responsible for helping the firm grow the team into new markets. Denae joined McDermott & Bull in 2001 as a Senior Recruiter (and 1st employee!) In 2002, she became the Director of the McDermott & Bull Executive Network and established programs to help connect senior executives to their peers and the firm. Passionate for coaching, Denae founded Executive Career Group in order to guide senior executives through difficult career transitions in 2010. During this time, she also supported Arrow Electronics, a Fortune 120 technology company, with talent acquisition projects and recruiting their critical Director & VP-level talent.

Denae started her career as a Recruiting Associate at DHR International, supporting clients like D-Link, Toyota Motor Financial Services, Gateway, and Bell Labs. She also served as Recruiting Manager for Resources Global Professionals, a spin-off from Deloitte & Touche. Denae received a Bachelor's Degree in Communication from the University of Colorado at Boulder and her MBA from the University of Colorado at Denver.

Jason Pinegar, Associate Principle Consultant



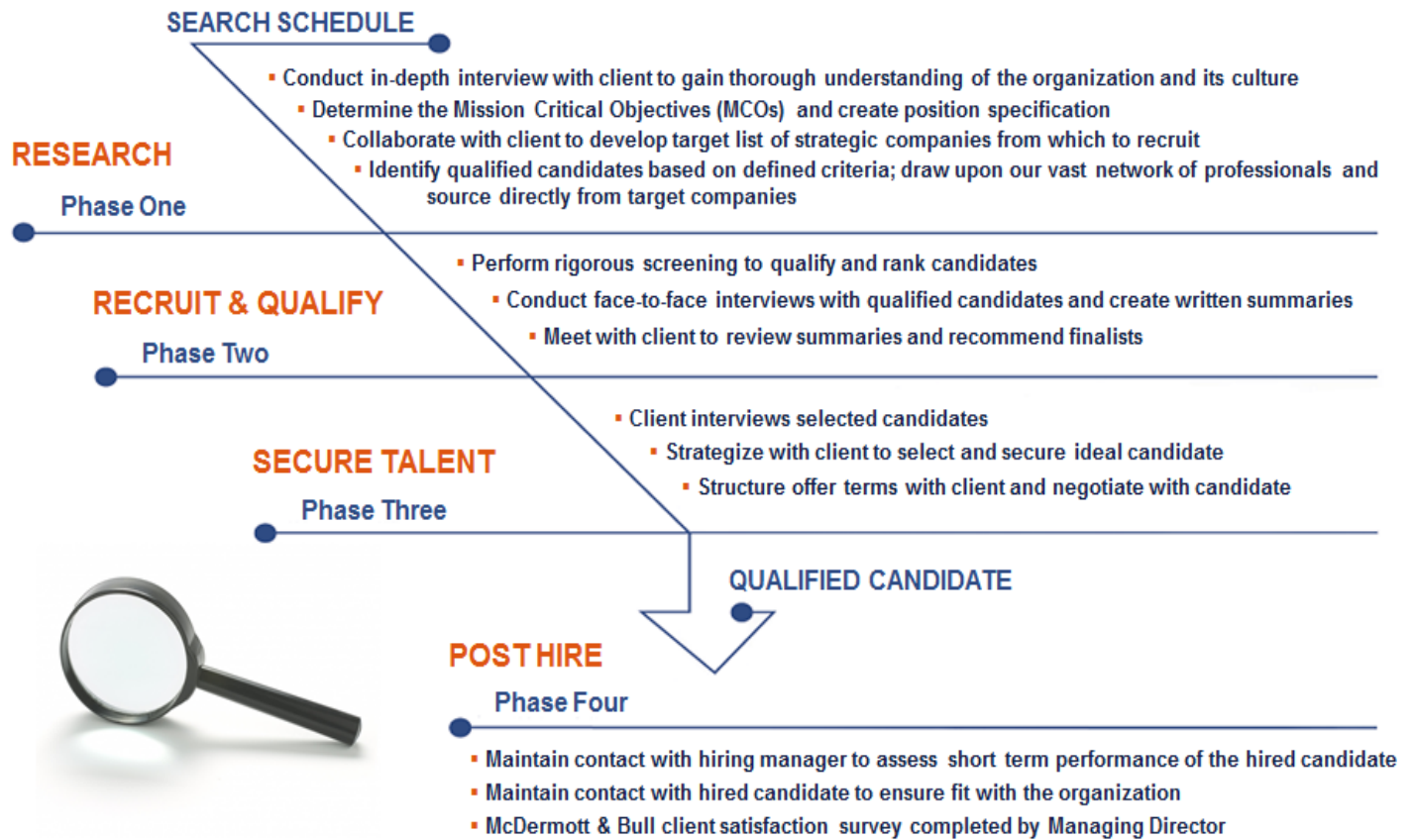
Jason Pinegar was born in Utah and has long and deep family roots in the Beehive State. Today, he is an Associate Principal Consultant who brings valuable knowledge and experience as an innovative business consultant, assisting individuals and organizations, through an established creative and collaborative process, with an emphasis on leadership development and managing organizational change. Through a partnership with Pepperdine University and Groves Consulting Group, he provided valuable research and assessment for executive leadership teams within a variety of public, private and nonprofit organizations throughout the United States. His broad academic background and applied experience across multiple industries, in developing, evaluating and improving people and performance, allows Jason to work intimately and effectively with his clients. His ultimate goal is to understand what makes people and organizations 'tick', in order to ensure mutually beneficial relationships through thoughtful and strategic placement of high-quality talent.

Jason has served in leadership roles while a missionary for The Church of Jesus Christ of Latter-Day Saints and continues in his service now as an active committee member and supporter of DifferenceMakersOC, member of the Board of Directors for Parentis Foundation and Chapter Leader for Pepperdine's OC Waves Alumni. Jason graduated with an MBA in Leadership & Managing Organizational Change from Pepperdine University, an MA in Policy & Program Evaluation from Claremont Graduate University, and a BA in Psychology with Minor in Sociology from the University of Nevada, Las Vegas.

Dedicated, In-House Recruiting Team

Our firm boasts a sophisticated, close-knit recruiting team offering our clients broad, cross-industry experience that allows for creativity, consistency and redundancy. All recruiting execution is handled exclusively by our dedicated, in-house recruiting staff, working in a team environment that leverages the entire group to supplement the efforts of dedicated point recruiters working in close collaboration with our search consultants. We believe this approach is far more effective than the outsource practices of many of our competitors that often results in important details being lost in translation.

OUR PROCESS



At McDermott & Bull, we are focused on speed and quality. We are able to consistently deliver game-changing results for our clients in part, because we focus on both.

WHY?...

- because we are passionate about changing the landscape of our clients;
- because we are passionate about changing the landscape of entire industries;
- because we thrive playing a critical role in significant life decision for clients and candidates, and
- because seeing relationships prosper between clients and candidate is our ultimate reward.

We are a firm filled with dynamic individuals who, at our core, are strategic relationship builders. We build these relationships with clients and candidates alike. To truly understand a client and to serve as their mission-critical ambassador is what it means to be at the pinnacle of our industry. Repeatedly recruiting top talent, seeing our client's businesses prosper and grow is what this business is all about. This is what we do...and this is why we do it.



Over the last few decades, Salt Lake City (a.k.a. Salt Lake or SLC) has transformed itself from a small homogenous city, to one of the top ranked places to live in the U.S. Besides its pure stunning beauty, Salt Lake City boasts a healthy business climate, a low unemployment rate, many attractive cultural amenities and skiing destinations that rival Europe. The Salt Lake area has been growing rapidly, with 26% of its population being new homeowners and a very high number of workers considered to be part of the “creative class”, which includes engineers, artists, scientists and those in technology fields.

Salt Lake is the capital and most populous city in Utah with over 191,000 residents. The city is bordered by the waters of the Great Salt Lake and the beautiful peaks of the Wasatch Mountain Range. The Greater Salt Lake region is considered part of the metropolitan area known as the Salt Lake City-Ogden-Provo area. It is one of two major urban areas in the Great Basin and is the largest metropolitan area in the Intermountain West.

The McDermott & Bull team spent time researching the area as well as exploring local attractions in person in order to learn all of the details about what makes Salt Lake such a wonderful place to live. Below, we have outlined information such as real estate, schools, and fun, recreational activities that highlight what a new executive at Keystone and his/her family can expect if they relocate to the region.



REAL ESTATE

There is a variety of fantastic areas to live in Salt Lake City. Whether an executive is looking for a quaint family neighborhood to raise his/her family in, or a trendy downtown spot, there's no shortage of appeal in terms of residential options.

The Greater Avenues (aka "The Avenues" or "The Aves") was Salt Lake's first ever neighborhood. Once you get past what seems like a microcosm of beautiful religious institutions of South Temple, you will come to the Lower Avenues. This is a trendy neighborhood that has lately developed a more "hipster vibe". You will find residents walking their dogs, sipping lattes or perhaps enjoying a freshly ground wheatgrass shot before zipping off on their mountain bikes.

As you go higher up the hill, you will find the larger homes owned by the affluent. The upper echelon of the Avenues ascends from 11th Ave and Virginia Street onward. Below are a few examples of homes currently on the market.



124 N Alta St. E
(4 beds, 5 baths, 4,360 sqft)
\$799,900



613 E Third Ave
(4 beds, 3 baths, 3,218 sqft)
\$669,900

Sugar House is considered one of the more desirable neighborhoods in Salt Lake because of its proximity to downtown and the University of Utah as well as its quiet, sycamore-lined streets, lovely old homes, and great variety of shopping. Below are some homes that are currently on the market.



866 E Ramona Ave
(4 beds, 2 baths, 2,210 sqft)
\$399,500



1019 E 2700 S
(3 beds, 3 baths, 3,230 sqft)
\$519,000

Harvard & Yale is a subset of the Sugar House area and contains some of the most desirable real estate in Salt Lake. The area is just a ten minute drive from downtown and a two minute drive from the University of Utah and Research Park. Tree lined streets are dotted with homes ranging from bungalow to English cottage and tudor-style estates. A few examples are listed below.



1465 E Princeton Ave
(4 beds, 2 baths, 2,660 Sqft)
\$674,000



1829 E Harvard Ave S
(6 beds, 3 baths, 4,550)
\$899,990

Milcreek is a township located just outside of Salt Lake City proper. Milcreek is a combination of neighborhoods that include Canyon Rim, East Mill Creek, Mount Olympus and Millcreek proper. It is a suburban area that is considered ideal for families looking for a smaller community atmosphere, but still want to be close to downtown Salt Lake City. Below are a few examples of homes currently on the market.



3816 S Spring Hollow Drive
(7 beds, 4 baths, 4,970 sqft)
\$779,000



1482 E Maple Ave S
(8 beds, 5 baths, 7,953 sqft)
\$929,000

These are just a few of the many neighborhoods that make Salt Lake City one of the best places to live. While the ones mentioned above are more targeted towards executives with families, other great areas to explore include Downtown, Marmalade, Capitol Hill, and Central City.

PUBLIC SCHOOLS

The Salt Lake area is home to some of the state's top public schools. The top ranked school district is Magna's Granite School District, followed by the Salt Lake City School District. We have profiled a few of the area's top public schools below.

Skyline High School is the area's top ranked school and has 1,446 students from Millcreek attending grades 9-12.

State Ranking: 8th (out of 480)
Graduation Rate: 94%
Average SAT Score: 1960
Average ACT Score: 28

Olympus High School in Holladay has 1,582 students in grades 10-12.

State Ranking: 20th (out of 480)
Graduation Rate: 89%
Average SAT Score: 1860
Average ACT Score: 26

West High School is right in Salt Lake City proper and has 2,403 students attending grades 7-12.

State Ranking: 46th (out of 480)
Graduation Rate: 77%
Average SAT Score: 1990
Average ACT Score: 26

PRIVATE SCHOOLS

In addition to having great public schools, Salt Lake offers the top private school options in the state. We have profiled several of the top private schools below.



Rowland Hall is the number one ranked school in the state of Utah, offering a college-preparatory program to 908 students in grade PK-12.

Student-Teacher Ratio: 10 to 1
Average SAT Score: 1980
Average ACT Score: 31
Tuition: PK: \$2,490 – \$15,835
Kindergarten: \$9,365 – \$17,780
Grades 1 -5: \$17,780
Grades 6-11: \$21,475
Grades 12: \$21,475



The Waterford School is the 2nd ranked high school in Utah. It is located on a 40-acre campus at the base of the Wasatch Mountains and attended by 820 students in grades PK-12.

Student-Teacher Ratio: 18 to 1

Average SAT Score: 1970

Average ACT Score: 30

Tuition: PK: \$6,550 – \$12,925

Kindergarten: \$16,475

Grades 1-3: \$16,985

Grades 4-7: \$19,490

Grades 8-12: \$21,825



Judge Memorial Catholic High School is the 5th ranked high school in Utah and is attended by 730 students with diverse backgrounds in grades 9-12.

Student-Teacher Ratio: 14 to 1

Average SAT Score: 1800

Average ACT Score: 28

Tuition: \$10,925 (Qualified Catholic Tuition is \$9,925)

LOCAL ATTRACTIONS – HAVING FUN IN SALT LAKE!

Besides having great schools and beautiful places to live, Salt Lake is also considered by many as one of the most recreationally attractive areas in the nation. Whether you are an outdoor adventurer, a sports fanatic, someone who enjoys history and culture, a coffee shop connoisseur, or someone who enjoys live music, you can find what you like in Salt Lake.

The Great Outdoors...

There are few places on earth that can rival Utah when it comes to the beauty of the landscape and the plethora of outdoor activities.

If you are a skier or snowboarder, Utah is the place to be. There are seven world-class ski resorts that are located near the Salt Lake area.

And it doesn't have to be winter to enjoy these mountains. For example, Solitude Mountain Resort turns into a Frisbee golf course during the summer.





Salt Lake residents are so ski obsessed that they don't even need snow to enjoy the sport. The Flying Ace All Stars Aerial Show outside SLC in Park City gathers up the best skiers and snowboarders—some are Olympians and World Champs—to show off their tricks surrounded by the green mountains of summer. Instead of landing in white powder, though, they dive into a giant pool.

The Salt Lake area is within a day or weekend trip to nearly two-dozen national parks, from the close by Wasatch-Cache National Forest to the iconic Arches National Park, it is the type of beauty that you need to experience in person.



The region is a fantastic playground for those who love rafting, kayaking, paddle boarding, or any other various water sports.

One of the popular summer activities is to tube down the scenic Weber River with family and friends.

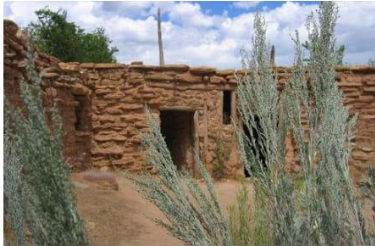
And you cannot forget The Great Salt Lake, after which the City was named. It is the largest salt water lake in the Western Hemisphere and the fourth-largest terminal lake in the world.

The Great Salt Lake is a popular boating destination and is considered a haven for water skiers. It has a variety of islands to explore, each with its own history. The salty water also makes swimming very fun because it is effortless to remain floating.



Lots of culture to experience...

For the intellectual residents that enjoy art, culture and history, Salt Lake City does not disappoint.



The area has some very exciting museums, such as the Anasazi State Park Museum. Visitors can explore this ancient village in the heart of Utah's canyon country.

Those who appreciate fine art will quickly find that Salt Lake has several appealing venues right in town, such as the Modern West Fine Art Gallery, which represents over thirty world-class contemporary artists from across the country.



History buffs and architectural aficionados will visit Salt Lake to gaze at structures such as the State Capitol building (right) and the Salt Lake Temple (left), the headquarters of the Church of Jesus Christ of Latter Day Saints. Even the non-religious can appreciate the Temple as an architectural masterpiece, which took over 40 years to build.

History buffs and architectural aficionados will visit Salt Lake to gaze at structures such as the State Capitol building (right) and the Salt Lake Temple (left), the headquarters of the Church of Jesus Christ of Latter Day Saints. Even the non-religious can appreciate the Temple as an architectural masterpiece, which took over 40 years to build.



Every year, the Salt Lake area comes alive when the Sundance Film Festival is hosted just 30 miles away in Park City. The festival is a paradise for those that enjoy the art of film, not to mention all of the A-list celebrities and entertainment gurus that flood the area for the event.

For the sports fans...

Salt Lake City offers sports fans some very exciting teams to follow, both professional and collegiate.



The Utah Jazz is the premiere professional team in Salt Lake City. The Vivint Smart Home Arena is in the heart of downtown, showcasing some of the NBA's most talented players.

The two college powerhouses in the area are University of Utah and Brigham Young University. Once a year, the Utes and Cougars face off in a very high profile football game referred to as The Holy War.



Hanging around town...

Besides epic sports games, inspiring architecture, and thrilling outdoors, Salt Lake City has a variety of authentic hang out spots right around town that can be enjoyed on any given night.



If you need a coffee fix in the morning, SLC has plenty of joints to choose from—and loyal fans to show you where to go. Coffee Noir, Salt Lake Roasting Co., and Coffee Garden are usually mentioned. But if you want a late night coffee, head to Nostalgia Café.

Salt Lake is a hotspot for live music. Kilby Court (left) is the longest running all ages music venue in the city. You can catch some big names as well as under the radar alternative bands performing there on any given night.





During the summer, Pioneer Park offers free concerts to residents, and not for local bands. Top artists such as MGMT, Empire of the Sun, Ludacris, The Nationals, all have performed recently....and it's totally free.

Brewvies Cinema Pub is a popular option for residents out on a weekend date. The theatre combines popcorn-ready films with craft beers from local breweries.



The City also boasts a variety of authentic restaurants. Lamb's Grill (right) is the oldest continually operating restaurant in the state, and at nearly a century old, this place still has style. Vaulted ceilings, wooden booths, and a sleek bar may make this place a setting for special occasions, but you could say that the lamb shank is an occasion in itself.