

anchor & alpine

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Ahoy there,

I can now say that my career is a triple-disaster—oddly, in a good way. I graduated university with a shiny new Bachelor of Fine Arts in Graphic Design right as the Dot Com Bubble burst. Years later, Steve and I started Sawaya Consulting during the Mortgage Financial Crisis. While I thought Anchor & Alpine would be different—smooth sailing even—nobody planned for a global pandemic. I remember sitting with my soon-to-be partners, Steve and Lucy, last November. We were completing our SWOT analysis, and while we had “economic dip and/or political fallout” on the list... we did not have a pandemic on there!

“We’re here for the long haul, looking to make Anchor & Alpine a 100 year company.”



Amber in her favorite work apron harvesting lilacs.

That’s okay, though—this is the third time I’ve helped carve out a place in the market, and this time I know a few things! I know that tight budgets, weird timelines, and economic stress make for really ingenious designers. We’re problem solvers, first and foremost. I also know that everyone needs an extra dose of care and competency. Lots of things are difficult right now; your creative partner should be a bright spot in your day because design is amazing and powerful and just plain fun. We are focused on building long-term sustainability, so long that we’ve begun to look for patterns and ideas that can carry an agency—and their clients—for the next 100 years.

I want to thank every single client that has joined us for this amazing journey so far. We have two clients that we originally built sites for in 2010 that hired us for new builds this year. We’ve been so lucky to work with the former Emerson Stone, Coast to Coast, and Sawaya Consulting clients. We’ve even met a few new faces, and we appreciate the trust, camaraderie, and passion we’ve seen from so many teams pulling together to make projects work. Here’s to another 99 years!



Amber

Pandemic Design

Using the Power of Design to Communicate and Keep Communities Safe

Photo by: Francis Xavier Lilly

We believe in the power of design. We believe in the power of design to change how businesses operate and interact with customers. The 2020 COVID pandemic has also been a fascinating case study in how the power of design can help communities understand, communicate, and eliminate the spread of the deadly virus sweeping the entire world.

We wanted to take a look at campaign close to home by sharing the charming and engaging response of Jackson Hole, Wyoming.

Jackson Hole, is a beautiful place. It sits at the base of the majestic Teton Mountains and is a favorite destination for many people throughout the West. The high mountains of Wyoming are breathtaking, with pines stretching out to house moose, wolves, bears, and other wildlife.

The Jackson Hole Travel and Tourism Board and their agency Colle McVoy created a humorous and on-brand response, encouraging everyone to “mask up.” The design campaign balances the need for adventure and the need for safety¹.

The slightly absurd signage connects travelers with the wildlife they’ve come to try and glimpse. We have a hard time choosing our favorite but the understated implication, “if a wolf can wear a mask, so you can you” or “if a moose can wash its hooves, so can you” are on point. The illustrations are simple and clear and communicate in a way that adults and children can quickly interpret.

Understanding what makes a good design response

In this campaign, we see consistent messaging, strong visual language, and communication tailored for a broad audience.



**MASK UP,
JACKSON HOLE.**

Graphic by: Visit Jackson Hole

Consistency

The number one thing that will make or break a brand or campaign is consistency. Maintaining a consistent application of all visual elements helps

¹ “COVID-19 Update: Business & Advocacy.” Jackson Hole Chamber of Commerce - Official Tourism Site. Last modified May 6, 2020. <https://www.jacksonholechamber.com/blog/covid-19-business-advocacy/>.

the community immediately recognize and absorb new or additional information.

A strong brand guide that includes not only the visual elements of the campaign but also specific talking points, tone of voice styles, and shared goals, ensures that everyone can execute the brand quickly and consistently.

Your role as a creative is not to be the gatekeeper of the brand but rather to be the brand's instructor. When creating a brand guide or coordinated campaign response, your responsibility is to ensure that people understand how to use the brand, how elements work together, and how to maintain consistency when many people are working on the project simultaneously.

A Strong Visual Language

This isn't about winning an upcoming art show. Your job as a designer is to communicate, not just to make things decorative.

A strong visual language is easily recognizable and translates across multimedia. From out-of-home bus stops and community banners to social media outlets to signage, a strong visual language translates to each different form. Jackson Hole uses black and white illustrations with a single pop of color on every material. Once you've seen one or two signs, it's very easy for you to recognize other parts of the same visual language.

Inclusive Communication

There was so much to learn about COVID during the initial outbreak, and we continue to learn new things every week. One surefire way to speed up understanding difficult topics is to make sure that everyone uses the same language and that it is a language that many people can understand. All of the things that apply to commercial work apply to pandemic design. Taglines should be catchy and memorable. You should speak the language your audience understands—and when your audience is an entire city, country, or the world, this is even more important.

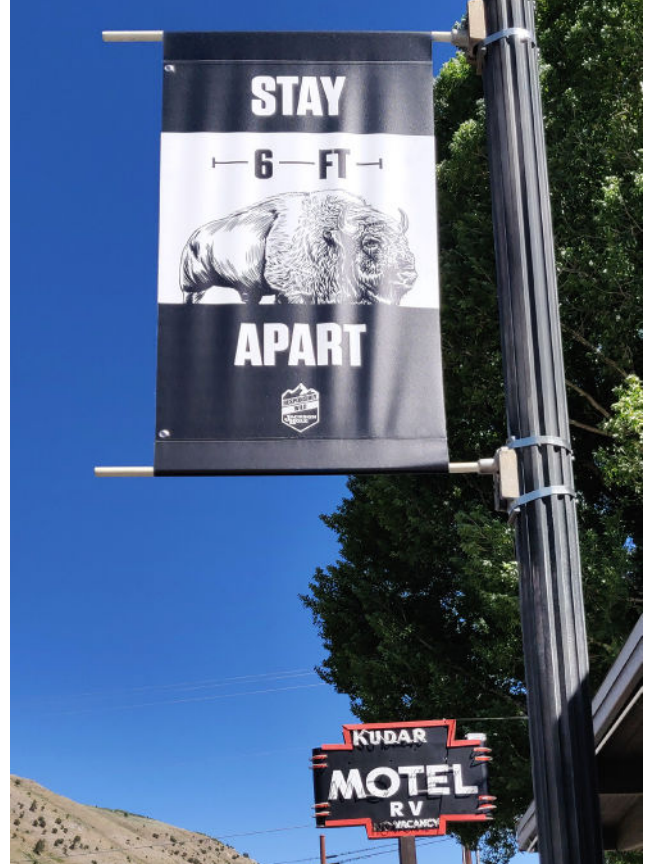


Photo by: Jackelin Slack Photography

Applying the principles of Good Pandemic Design

While we hope this is the last pandemic that we all face, we don't know that will be the case. Disaster response requires you to work quickly. That's why it's a good idea to understand the framework of crisis design before you need to deploy it.

Consistent Messaging - the use of tag-lines, talking points, and an adherence to the same messaging from the top to the bottom of the organization helps build trust.

Strong Visual Language - consistent use of colors, typography, and illustration to ensure that all materials have a cohesive feel improves recognition and speed of understanding.

Inclusive Language and Communication - words that describe an understandable mental model help people from all walks of life quickly grasp concepts and talk with each other.

Having a framework to rapidly deploy a consistent campaign can save you valuable days and weeks when confronted with crisis design. When your creative abilities are put to work to be a force for social good, or to help save an entire nation, it pays to be ready.





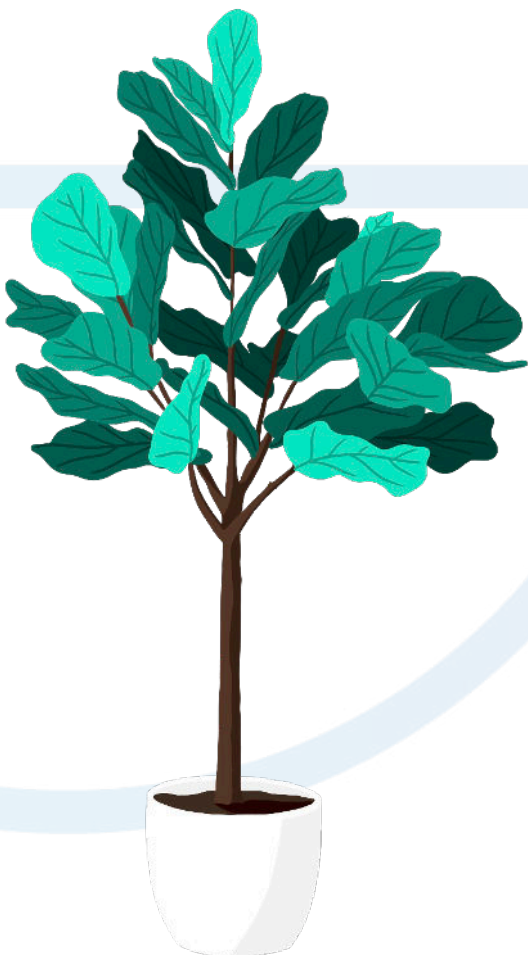
Maxwell

Maxwell is a mortgage back-office provider located in Boulder, Colorado. Named one of the most innovative companies in real estate by HousingWire Magazine in 2017, they are funded by leading venture capital firms and fintech funds from Silicon Valley to New York City. In early 2020 they secured an additional round of funding to help increase their brand value and refresh their web and print materials.

We worked closely with Maxwell to simplify the logo and build out the branding. We went with bright, saturated colors, updated typography, and bespoke illustration. We also helped them with a tone of voice guide that declares their editorial styles and includes helpful “use this, not that” language.

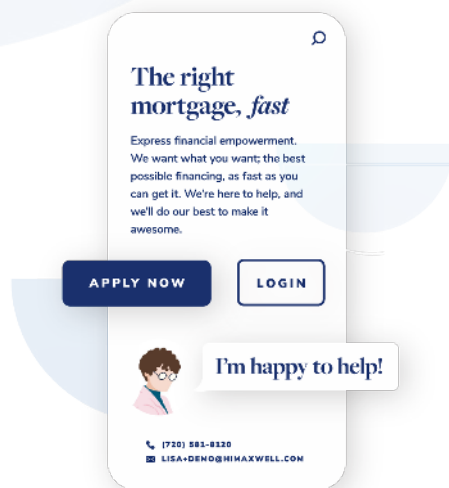
Custom Illustration Headers

We worked closely with the client to sketch out the layouts, create a character illustration style, and plan for the right diversity profile for their users. For them



this meant not only non-white people, but gray hair and a few extra pounds on the characters.

There was an original illustration we all loved, but we ended up going a different direction. We named the character Jo, she wears a pink suit and she knows her stuff. We all connected with her and she shows up in a couple places on the site in header illustrations and a screenshot illustration or two.



Screenshot Illustrations

We created a new way to show screenshots on the Maxwell project—instead of actual user interface screenshots we designed reference screenshots with the most important information highlighted. These are engaging and easy to understand at a quick glance.

Website Refresh

The website refresh we did is one of our favorite ways to rebrand a site. Instead of a rebuild, we swapped in the updated logo and illustrations then iterated the CSS (code that controls how things look online) to fit the new brand.

Most modern websites are built on WordPress (62% market share for content management system websites¹) and with some pretty simple ground work we can wrangle them into better working order and then overlay new styles to update the branding and give the entire site a face lift. We upgraded the site, made sure to install the best security and SEO plugins, rebuilt a template to get them access to the new Gutenberg Block Editor (a real game changer for editing WordPress sites!) then added all of our new illustrations and branding. With just a change from muted colors and new typography the entire site looks brand new.

Check out the work on himaxwell.com



1. Rashty, David. "The Ultimate Guide to WordPress Statistics 2020 - A CreativeMinds Blog." CreativeMinds. Last modified August 6, 2020. <https://www.cmind.com/ultimate-guide-wordpress-statistics>.

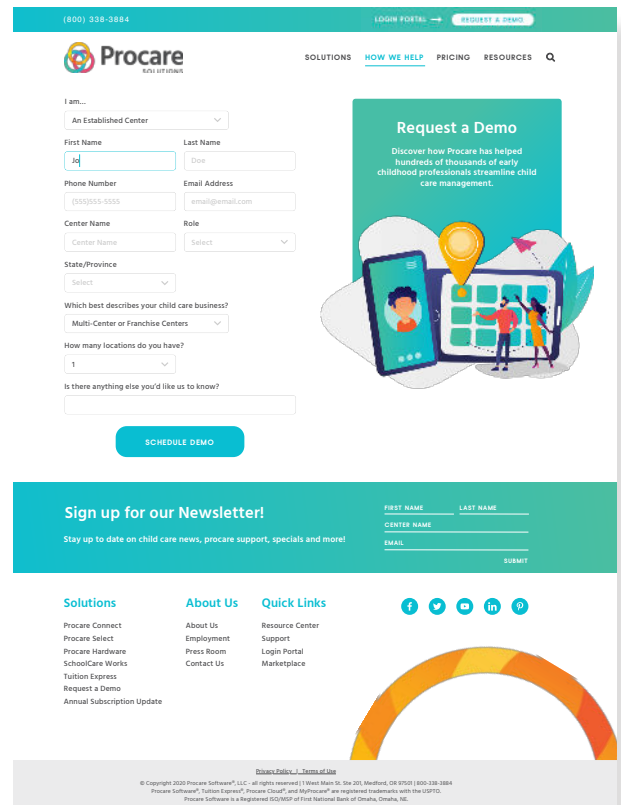


Procare Solutions

Procare Solutions has been in business for 30 years and is the market-leader in their industry of child care business management software.

Here's a story we wouldn't normally share: we got off to a rough start. Their no-nonsense CMO called our no-nonsense Director, and they both got really clear, really fast, on what was going to happen. Since then, we've had an amazing relationship. Just last week, Steve stopped in as the weekly meeting was starting. He left with the phrase, "this is why I always hear laughing when this meeting is going on."

We helped Procare Solutions pull together five different websites, with four different teams, and various internal departments into one focused website built for flexibility and scale. We helped keep everyone,

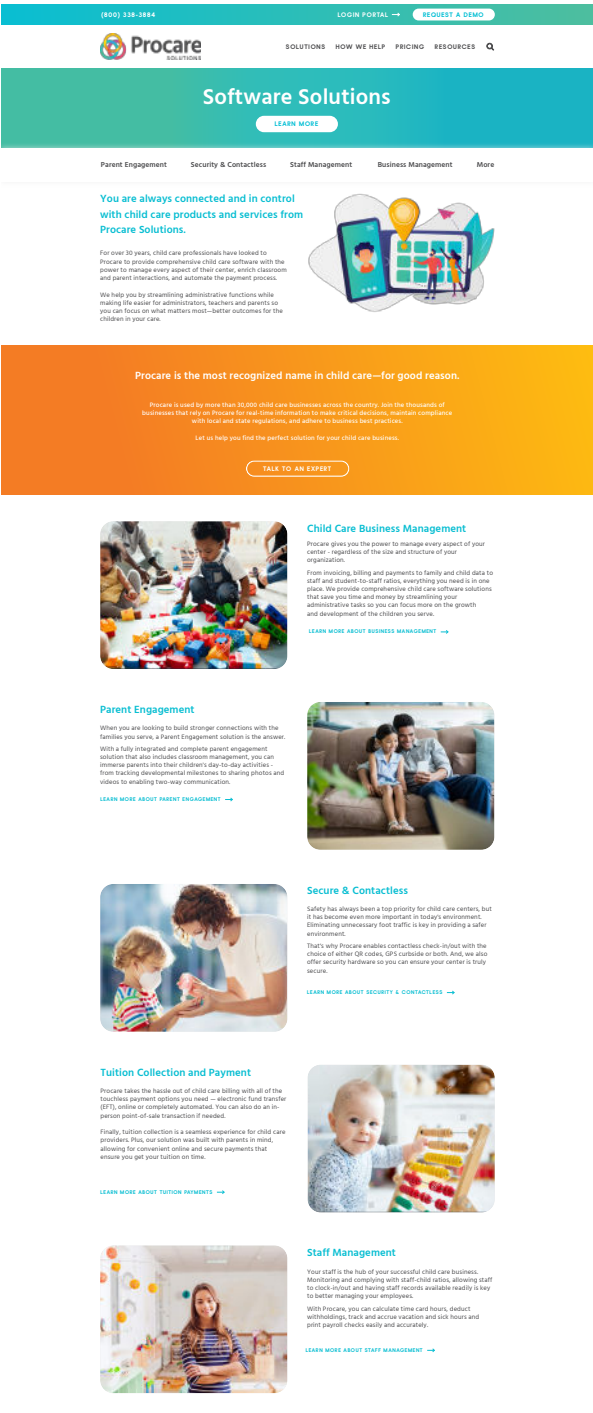


and all of the content, organized using visual information architecture documents. We produced massive site maps, redirect lists, and user flows so that anytime we pulled groups together to discuss work, we all had the same understanding of what we were doing. They say a picture is worth a thousand words; we believe that a well-organized diagram is worth a thousand meetings.

Once the site was launched—and it came screaming in precisely on time with an aggressive timeline—we've continued to help them improve their message. We've proactively pitched ways to streamline the buyer journey UX and went deep on the data, making data-driven design choices and recommendations.



“We helped Procare Solutions pull together five different websites, with four different teams, and various internal departments into one focused website built for flexibility and scale.”



Procare has become a corner-stone client, one of the good ones that we are excited to do continuous work with. They are one of the kindest and most agreeable teams we've had the pleasure to meet. Everyone is there to pitch in together and create the best product and get that product into the hands of customers. We are always looking for new ways to better connect with their audience and iteratively improve the website as new ideas and more data becomes available.





Smith & Morehouse photo courtesy of PRWUA

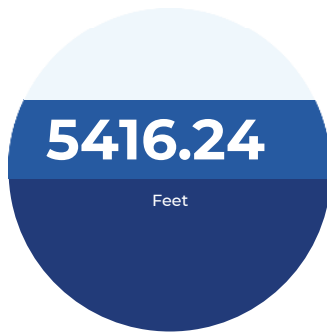
Provo River Water Users Association



**PROVO RIVER
WATER USERS
ASSOCIATION**

Provo River Water Users Association (PRWUA) is our newest oldest client. They were the second client to call us in 2020 and say, “hey, you know that site you built for us in 2010? We think it’s time for a new one.” Ten years out of a website, not bad! We answered the RFP, landed the business and are so excited to share the project with you.

PRWUA oversees the Deer Creek Division of the Provo River Project, a Bureau of Reclamation water project vital to residents, agriculture and commerce in Utah, Salt Lake, Summit, and Wasatch Counties.



Water Surface Elevation



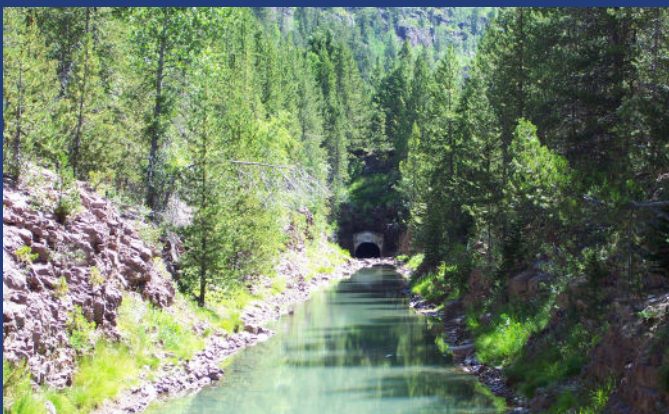
Power Generation



Total Release

The PRWUA organization oversees the Deer Creek Reservoir and Power Plant—and we worked with them to tie water numbers directly from geo-sensors to the website.

PRWUA is a private non-profit corporation organized in 1935 for the purpose of sponsoring the Deer Creek Division of the Provo River Project, a US Bureau of Reclamation water project. The Project extends over five counties and diverts water from three river basins. Deer Creek Dam and Reservoir, with a capacity of over 153,000 acre-feet, is the primary Project feature. Other main features of the Project include the Duchesne Tunnel (below), the Weber-Provo Diversion and Canal, and the Provo River Aqueduct. The Association also operates and maintains many miles of river dikes as well as numerous diversions, checks, flumes, and turnout structures as part of the Project.



The Duchesne Tunnel, one of many features that PRWUA oversees, is a six-mile long 10-foot diameter concrete-lined horseshoe-shaped rock tunnel that runs from the Duchesne Diversion through the Uinta Mountains to the Provo River. Construction on the Duchesne Tunnel began in 1948 and was completed in 1954.

The tunnel is so straight that you can peer inside and see the other end, six miles away!



WFH

work from home

WITH

what the hell

WHEN

we're here now

Is it now kicking in that you're *officially* a remote company?

“Drop it off whenever, WE’LL BE HOME.” The number of times we’ve said that... ugh.

A few members of our team have been remote workers for more than a decade—but when we rebooted to Anchor & Alpine, we all decided we would **absolutely not work from home**. We leased a beautiful, functional office in Common Grounds in Salt Lake City, Utah. Thank goodness they’ve been fantastic to work with, because we had to finally accept that we’re a remote company—at least this year.

We recently revised our thinking and accepted this isn’t as short-term as we all hoped. We redistributed some of the rent and furnishings to employees so everyone could pad out their home offices.

We’ve also tried a lot of different ways to work together. We’ve failed and succeeded, but everyone continues to show up to help, try new things, and try to be the best we can be together while working separately at home.

We didn’t choose the WFH life; the WFH life chose us.

It’s hard on everyone to conduct business from home—stuff happens! All the time! We laugh now, but when you are meeting with a mentee about how to get into the design business, and your partner’s attempt at making naan has all the smoke alarms blaring, it’s hard to maintain calm and focus.

Another time, right as we started to go through a branding pitch, the garbage truck pulled up outside of Lucy’s house and was just kind of backing up and down the street for no discernible reason. “So for typography, we recommend [BEEP BEEP BEEP]...”

We’ve met all of our clients’ kids and pets—this part we kind of secretly love. One client was regularly chased out of her office because Thursdays at 3 PM is when her daughter did rock art. This led to research on rock art—and people are doing some really cool things! You never know where a creative connection will spark.

Our COVID-Specific Commitments to Clients

Our clients are the reason we are successful. We’ve made an extra effort to double down on what clients need most right now—stability, flexibility, and competency.

Stability

We balance our clients and concurrent projects to ensure we’re going to be here for the long term (100 years!)

Flexibility

We are flexible and accommodating—be that for meeting reschedules (your kid needs you RIGHT NOW? totally ok!) or payments.

Competency

We’ll take care of it; you go do your stuff. We’re on it, so you know it will be done right.



Not feeling it? GTFO

Perhaps the best thing we've done for ourselves and the creative work we do is leave it all behind. The particular cocktail of emotions that living on lockdown delivers—mundane boredom, fear of the unknown, absolute rage for no new reason—can be a lot and get in the way of you doing your best work.

So we don't force it.

We've taken more mental health days, trips to the mountains, time off to bake, or time to do nothing but sit by yourself and feel sorry for your life than we thought possible. Sometimes we call it the “hard reset” when the day

is just meh, it's time to call it, not sit and pretend to work, and go outside (without leaving your property, of course) and start over the next day. What would you say if we told you that the key to your employees work from home survival is to work less? Well, we'd probably be laughed out of the building. Good thing we wouldn't be in the same building due to social distancing, and we can just float our crackpot experiments to all of you, the readers of our first-ever magazine.

*We try to remember to ask ourselves, and each other,
“are you working, or are you pretending to work?”*

Take the Smallest Step Possible

On the days we're still not feeling it, we take the smallest step possible to move a project forward. We learned this trick from our friend Kira Griffin. You can always open a new file and give it a title and save it. That seems like such a small thing, but it is often the best step to start to build momentum. Still can't find the flow? Go sit somewhere else with a pencil and paper and sketch out what you are supposed to be doing. List out the steps, draw a diagram, anything that will help you reconnect with your work.

*Do you feel more tired after a
bunch of Zoom meetings?*

You're not the only one.

There are a bunch of psychological reasons that Zoom Fatigue sets in, like we are not accustomed to being two feet away from the faces of our coworkers and clients/vendors. Here are some things we try to keep in mind.

HOW TO WORK REMOTELY

Here are some of the experiments we've tried over the last seven months.

Agile-Style Standups: **FAIL**

We tried this for a while, daily standups to connect and go over what we're doing. We found that we'd all rather jump in and get right to work.

#status-check Slack Channel: **WIN**

We have a channel where everyone says what they are working on in the mornings and use it as the last check "does anyone need anything before I jet?" on Friday afternoons.

Book Club: **FAIL**

We all read *So You Want To Talk About Race* (Ijeoma Oluo). We had some great conversations around it, and it helped open the conversations we needed to engage in with our BIPOC community. The book was good, but the book club format was not for us. We prefer to read it then have a single final discussion or side discussions.

Plan for Asynchronous Work: **WIN**

Is there anything more frustrating than sitting down to work on something and not having what you need? We have a pretty strict "don't bother each other outside of work" policy, so we make sure that we don't leave each other stranded.

To pull this off, we make sure to follow disciplined organization of our files so we all know where to find things. We make sure that JIRA (our task management software) is up to date with everything that we need. We create and send short videos explaining things to each other and clients. We ask questions and always include a link or screenshot.

Overcommunicate: **WIN**

Say it, write it, repeat it. Be as plain as you can be and include a diagram.

/zoom: **WIN**

Overcommunication is good, but the key is to just type /zoom into Slack and get together to review what you are talking about.

Send a Box: **WIN**

Team building is just plain hard right now. For the partners' quarterly planning meeting, we send out a box to everyone—a nice little surprise that we can enjoy when we can't hang out together. We had planned to spend a day at Snowbird, but instead, we had champagne and wrapped up in our new Turkish Towels over Zoom.

Happy Hour: **FAIL**

Wow, did we try to make this a thing! When we're downtown together, it's perfect for walking to one of our favorite hangout spots (we miss you, Under Current, Fisher Brewing, and Ginger Street, most of all!). We tried doing it on Fridays, then Wednesday, then doing a morning hang, then an afternoon attempt. We realized we all spend as much time as possible on Zoom together, and this was yet another Zoom meeting, but with extra fatigue, because we were trying to force a meeting to be a party.

Dress Up for Work: **WIN**

We resisted for a long time—but it's true. If you dress for work, you feel like working. We still refuse to wear shoes.



1

Be open to kids and pets and moms and eating on camera.

2

Sometimes you just need to turn off the camera or minimize videos.

3

It can feel weird to have your coworkers in your house. It's okay to be private.

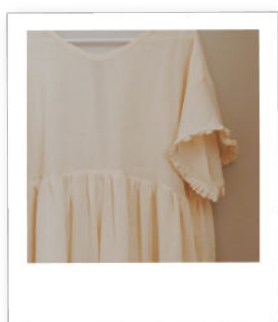
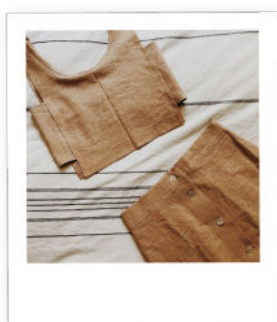




Forest Bathing > Hiking

Movers & Makers

What we've made and encourage you to make too!



Check out more of what I've done on Instagram @sewlulu

Make Your Own Closet

Lucy learned how to sew: I loved to alter clothes when I was younger, but never made the leap to real sewing until we were all quarantined in March. A friend came over and taught me the basics and we made a new cover for some patio furniture. I'd been trying to find a replacement cover and when I learned to sew my own the possibilities were endless!

I got a sewing machine for my birthday and taught myself to self-draft patterns. Once I was comfortable I went to a small sewing shop in Salt Lake City and took a private lesson to learn how to read patterns and ease in sleeves.

I found that I have a knack for sewing and I love how liberating it is to be able to make the clothing I want—in the exact style, fabric, color, and fit that I want.

The sewing community on Instagram is incredible and you can learn so much and see what other people are doing with the same pattern. I was even asked to pattern-test a new pattern by a designer on Instagram.

Make Your Own Bagels

Abigail learned to make bagels: I wanted to get in on the bread-baking everyone was doing but sourdough seemed too intimidating and soda bread was too boring. My friend inspired me to make bagels. I set off the smoke detector a few times and learned that you have to be careful about how much cornmeal you put on the baking sheet! The hardest thing about making bagels is to remember to plan ahead.

Make the dough the night before so it can rest in the fridge for 12-18 hours.

Drop each bagel into boiling water for 30 seconds then bake them in a super hot oven.

For the full recipe, search: *Here's the amazingly simple path to incredible homemade bagels on the Washington Post.*



Make Your Own Chicken Broth

Steve learned to make chicken broth: It's something that I've never had time for before and now I can't believe that I used to buy it. It's so easy to make, the flavor is ten times better than store-bought, and it's really nice to not throw out vegetable scraps and chicken bones. I toss all the scraps in a bag in the freezer until it's time to make broth, then you dump it all in a stock pot and let it simmer all day. A friend asked if we could send some to her two cousins, both recently diagnosed with cancer. Now I send off a couple bottles to each of them every few weeks.



Designing for the right audience



As designers, we're always taught to design for the right audience. There are general rules to follow regarding layout, color theory, typography hierarchy, and use of images and calls to action. This year, we had the amazing opportunity to learn a new set of rules when we were asked to design a website for the organization, Optimizing Autism.

At Anchor & Alpine, we want our websites to be accessible to most. Through thorough research and putting ourselves in the shoes of the autists, we were able to design a website that resulted in clear communication, easy navigation, and a pleasant experience overall. Here are a couple topics we focused on:

Sensory

When autists are visiting a website, it can be extremely triggering to see crazy animations, a cluttered layout, and a bunch of buttons that lead to who-knows-where. Our main goal was to keep the layout minimal and easy to navigate.

Communication

The communication on the website was crucial to the success of this website. We ditched the metaphors, exaggeration, and ambiguous language. Every button tells you exactly where you're going and every call to action was to-the-point.

Do's

- Use colors that tell a story
Example: Blue, calm | Red, Urgent | Green, Go
- Write in plain English
- Use simple sentences and bullets
- Make buttons descriptive
- Build simple and consistent layouts

Dont's

- Use bright contrasting colors
- Use figures of speech and idioms
- Create a wall of text
- Make buttons vague and unpredictable
- Build complex and cluttered layouts





Photo by: Amber Sawaya, La Gomera, Canary Islands

ROW4ALS

Anchor & Alpine is pleased to continue our support for Row4ALS.

1 Carbon Fiber Row Boat

1000s of Nautical Miles

Learn more and donate at:

5 Rowers

Raising Money for ALS Research

www.row4als.org

7 Ways to Make Sure Journalists Read Your Content



Journalists and PR professionals are essential to each other and have the same goal—get news into the hand of the consumer. As PR professionals, we are often put in the difficult position of balancing our clients' needs with journalistic integrity. While we're not journalists, we do have to think like them if we want to get our clients in the news. This requires that we maintain “newsworthy” elements in our PR practices.

What makes something newsworthy?

There are specific elements journalists use to evaluate potential stories. Below are the seven major newsworthy elements and questions to consider when evaluating whether or not your pitch, press release or media outreach is “newsworthy”:

1. **Impact** – Will this particular news impact the readers in some way, shape or form? Readers won't care about news that has nothing to do with them.
2. **Timeliness** – Is this new or recent information? The more recent or immediate, the better.
3. **Proximity** – Does this news take place or happen somewhere close to the target audience?
4. **Human Interest** – Will this information provoke emotion or speak to the human condition?
5. **Conflict** – Is there a conflicting idea, competition, unpopular opinion or fight that makes this news interesting?
6. **The Bizarre** – Does this news have any shock value or include something very odd or out of the ordinary?
7. **Celebrity** – Is this news about someone important, in political power or famous?

Evaluating PR Strategy from a Newsworthy Perspective

Do your pitches, press releases and media relations strategies follow the seven elements of newsworthiness above? Here are a few ways we make sure you keep these points top-of-mind with our clients:

Know your target audience. This is a complaint we see from reporters again and again: PR professionals pitching the wrong reporter or beat, and sometimes even the wrong publication altogether. If you're targeting the right audience, you should be hitting on impact and sometimes timeliness, two essential newsworthy elements.

Make it relevant and immediate. For crisis situations, this can mean getting ahead of the news cycle to control the narrative. News breaks instantly in the digital age. It's important to have messaging ready for these extreme cases. For non-immediate news, make sure what you're pitching is relevant to what's being covered in the news right now.

Write using the inverted pyramid strategy.

When writing pitches, releases, advisories and bylines make we always advise to start with the most important information first. Always start with the lede, the most important facts and then get into background at the very end. Journalists want to know the important stuff first.

Don't be afraid to push back. As PR pros, we're hired for our expertise and counsel for our clients. If something isn't newsworthy, that sometimes means we have to redirect a client or colleague with justification. Some things just aren't worthy of news coverage.

Create your own news. In the absence of something really newsworthy happening or launching at your business, you sometimes need to get creative. You can manufacture news by news-jacking and inserting yourself into relevant conversations happening in the media. You can also conduct your own research to identify trends and issues in the industry that may be relevant and create thought leadership content to share these trends and further connect you to your audience.

Anchor & Alpine works with The Fletcher Group and their clients.

Also, fun fact, The Fletcher Group works with many of the clients that were Amber's clients in the Galileo Financial Technology days. Small world!

Recognized as the Ragan and PR Daily PR Team of the Year,
please contact Carey Madsen | (303) 507-1889 | carey@fletchergroupllc.com



Shaken Iced Coffee

If it can go in a cocktail shaker then it should! This iced coffee preparation was something Amber learned in Hawaii from her favorite coffee truck in Kapa'a.

Cocktail shaker full of ice
A little half and half over the ice
A little homemade lavender simple syrup
1 shot of espresso

Shake it until you can barely hold it because it's so cold. Pour into glass.



The Latest Craze

The Dalgona. For a while you couldn't open Instagram or TikTok without seeing it!

Add equal parts (about 2 TBSP each) of instant espresso, granulated sugar, and water.

Froth it with a hand mixer or stick blender (a stand mixer won't work, trust us...). Whip air into it until you get soft peaks.

The recipe you see most says to fill a glass with milk and then add the coffee but we prefer Steve's preparation: whipped coffee and whipped cream (with a little rum or bourbon) over a dense chocolate cake.

The Ritual

Stick with the basics and indulge in the ritual of making a morning cup. We spent a few hours learning about coffee preparation with an expert chef and barista and learned that the "correct" ratios and water temperatures are:

350 mL water

22g whole bean coffee

198–202° water

Pour a small amount of water over your grounds, wait a few seconds for the coffee to "bloom" then slowly pour in the rest of the water.





Andy Stone, partner at Emerson Stone at the Anchor & Alpine Offices.

Sometimes we look at the amazing business we've done because of the Emerson Stone acquisition and we think "damn, we made a good deal!". Other times we look at the quarterly payments to the former-Emerson Stone team and say "Damn THEY made a good deal!". And we love that. There is nothing better than both parties feeling like they won in a contract negotiation.







anchor & alpine

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