

What Others Are Saying About

Long Shots and Layups

Memories and Stories from the
Golden Era of the Utah Jazz



"*Long Shots and Layups* is a fun, insightful journey through Mike's career with the Jazz. He's a great friend, but an even better story teller."

Craig Bolerjack
Utah Jazz TV Play-by-Play Announcer

"I have so many fond memories of my playing days with the Jazz, and Mike does a great job of aptly describing the journey and exciting events that brought us all together, as the Jazz made their run to the NBA Finals. Enjoy!"

Thurl Bailey
Utah Jazz Forward, 1983-1991 & 1999

"Mike Snarr's inside view of the legendary Stockton-to-Malone era is not to be missed. Jazz fans will love this ride."

Lee Benson
Columnist, *Deseret News*

"The author articulates a backstage view of the Utah Jazz's golden years. Be prepared for a major wave of nostalgia and longing for a bygone era in sports history."

Val Christensen
Local entrepreneur, founder of Altius Health Plans
and InnerChange Behavioral Health Company

"I highly recommend this book to anyone who loves basketball, and particularly the Utah Jazz. Mike's impressive recall of the events that occurred during the team's historic run for an NBA championship makes this a great read."

Grant Harrison
Vice President, Utah Jazz Game Operations,
1979-2013

LONG SHOTS AND LAYUPS

Memories and Stories from the
Golden Era of the Utah Jazz

MICHAEL G. SNARR

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*To Elliott Mae Snarr,
our newly born, first grandchild.*

*She's a beautiful baby:
bright, inquisitive, lively.
And, she has long fingers.
I think she might be a baller.*

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introduction



I worked for the Utah Jazz in sponsorship sales for 28 years, and in the summer of 2015, I retired. The front office, led by Kevin O'Connor and now Dennis Lindsey, deftly stockpiling draft picks and using them wisely over the past several years, had put young players on the court who came in charging—seemingly out of nowhere—to have the third-best record in the NBA after the All-Star break of my last season. We had seven potential all-star players, all in their early twenties. Lindsey, the team general manager, jokingly said at one point that the starting five were barely old enough to have a drink in a bar. Our core players, Derrick Favors, Gordon Hayward, Rudy Gobert, Alec Burks, Rodney Hood, Trey Burke, and Dante Exum (just 19 years old at the time), were developing chemistry and getting an education about how to play the game from their energetic, bright, and very focused rookie NBA Head Coach Quin Snyder, who, as much as any player on the team, was filled with resolve to succeed.

And, under the seven-foot-nine-inch wingspan of Mr. Gobert, the team had gone from twenty-eighth in the league in defense to the third best by the end of the 2015 season. By 2016, Utah would be the best defensive team in the league. Things had not looked brighter since Karl Malone, John Stockton, Mark Eaton, and Jeff Hornacek had teamed up with Coach Jerry Sloan in the mid-1990s. I was there for the first run at a championship, and I still had row eleven seats to watch the new team start another run. For the first time in over a dozen years, fans were hastening to buy season tickets, the press was optimistic, and our owners, the Miller family, had to be thinking that there was a chance to go deep into the playoffs, if not immediately, at least in the next several years. That was my “take,” too.

All four of my children, who are avid Jazz fans themselves, told me I was crazy to hang it up. My neighbors seemed surprised too. One of my very closest friends took the time to write the following bogus news story months before I announced I was leaving the organization:

Man's Mental State in Doubt AP—Salt Lake City, Utah—

In the midst of the worst economic recession in American history, when jobs are coveted and guarded like gold, a Holladay man at the peak of his career but too young to retire has stunned friends, family, and anyone who has heard about it by quitting his well-paying job with no other prospects in the works. Utah Jazz officials announced today that Mike Snarr has resigned as Sr. Vice President for the Jazz. In doing so, he is not only giving up a very nice salary, but also many free perks, including trips throughout the world, season Jazz tickets, including dinner, college scholarship opportunities—for family members—road trips to Jazz games on the team charter plane, and investment opportunities that have proven to be lucrative (although he has not saved enough of it to justify this decision), and other perks too numerous to mention. Neighbors were not surprised to see his wife packing her Lexus (obtained at a discount because of her husband's job) with all her belongings. Her whereabouts are unknown. Calls to Mr. Snarr were not returned. Authorities do not think drugs or alcohol were involved in the decision.

I had to laugh out loud. The good thing is that the part about my wife leaving me hasn't happened. I'm hopeful that she'll stick around. But I had to ask myself, was I really crazy? No, not crazy. Just a little tired. During my 28 years with the team, I'd watched a couple of Jazz players stay one or two years too long, and I didn't want to emulate them. I was certainly old enough, and I felt like I'd been a factor in helping guide our sales teams during some of our best years. In addition, I'd helped put naming rights deals together for the Jazz arena, the team practice facility, and our AAA baseball team's stadium, along with pourage rights agreements for Coca Cola and Anheuser-Busch, a deal with Delta Air Lines, making them our "official airline," and had personally managed somewhere in the vicinity of \$140 million in sales revenue over the course of my career. I felt like the timing was pretty good. Besides, phrases like ROI (return on investment) and CRM (customer relations management) were beginning to creep into our sales vocabulary. I was always very high on both concepts, but technology

was changing the way we addressed them. It was going to be a new day, as if some upstart NBA executive had decided to move the three-point line back another ten feet. It would be a slightly different game, and I wasn't very high-tech. But 28 years ago, in the fall of 1986, I was a rookie with the Utah Jazz (and so was Dell Curry, by the way, in a different department). Frank Layden was the coach, Ricky Green was the starting point guard, John Stockton was in his third season, and Karl Malone was in his second. Dave Checketts was the team president. I didn't realize I would soon have an opportunity to make a contribution to the franchise by helping build an all-star lineup of bright, funny, talented, savvy salespeople who, in mirror-like fashion to the players on the court, came from different backgrounds but would evolve into one of the finest sponsorship sales lineups in professional basketball.

When I was hired, I told my pregnant wife that I would do this for six months and then find a real job. After all, a real job wouldn't be with an NBA basketball team comprised of, as Frank Layden once said, 'twelve young millionaires.'

I had no idea that the next 28 years would become what they did: challenging, draining, adrenaline-filled, but ultimately, extremely rewarding. For that reason, I'm grateful to the late Larry Miller, team owner, his wife, Gail, and all the Miller family for giving a rookie salesman a spot on the front office bench and then letting him play out his career with the Jazz. This is a business story, but it's also a whole bunch of other stories that, in total, make up the incredible saga of a small-town team in a big city, professional basketball world. As is often said around the office as well as around town: "Go Jazz." The owners, the front office, the players, and millions of supportive fans have embraced this team and helped create one of the finest sports cultures in any town in any sport. Very few of us really thought we'd still be chanting "Go Jazz" nearly 40 years later.

chapter one takeaways



A leader in a sales seminar I once attended introduced me to the term “takeaways,” describing them as little epiphany-type messages that stick with us, touch us, or perhaps inspire us to do things differently and better. A “takeaway” might be something someone said or an occurrence. In a three-day seminar, you might only experience a few of them, but any one might potentially be career altering. Over the years, I’ve kept track of these so-called takeaways (and not just from seminars). I’m sure you have too. At the close of each chapter, I’ll mention a few things that have stuck with me over the years and have helped me along the way.

1. Think of your day in terms of “billable hours.” Keep a log of how you spend your time. That way, you’ll know just what you accomplished and how you might better use your time tomorrow.
2. Pay your dues. The guy at the bank who we helped launch out of obscurity didn’t last because he thought you only paid your dues once. Get up every day with a purpose, and then turn purpose into action.
3. Be creative. Think outside the box a little bit and be willing to improvise when your back is against the wall. Even resort to having “amnesia” if it helps you accomplish your goals or when “sorry” might not be good enough. Being creative “in the moment” is how we solve life’s little problems.
4. Be your natural self. I learned when making presentations that it is much easier to engage and win over the audience if you can be at ease in front of them. If you can relax in front of others, you’re telling them that everything is okay, so the chances are better that they will “buy in” to what you have to say.
5. Learn from every experience. Create your own “takeaway” list each day. See how well or how poorly you handled things.
6. Think about how you might make a difference in life. Determine what you can do to elevate yourself, your family, your business, your career, and your life in a way that will give it distinction.

7. Don't lose sight of your objectives. Maybe that's easier to do if you play professional basketball or become a rock star. If success comes too easily, which wasn't the case for me, please step back a little and talk to someone who has been down that road before. If you "play your cards right," it will be a long road with a nice payday at the end of it.
8. My all-time favorite "takeaway" from a sales seminar I attended was this: "Never forget to ask a prospective client what is important to them." That little phrase, when asked earnestly, never failed me.

chapter two takeaways



1. Have a game plan. But be willing to throw it out the door. That's what Frank Layden did when his down-and-out team beat the Houston Rockets in a playoff game they never should have won.
2. Cash is king. In 1979, the Jazz probably saved the franchise and the opportunity to stay in Utah by trading Dominique Wilkins for cash. Live on less than you make or know someone like Dominique Wilkins who owes you.
3. Above all else, live a balanced life. Luckily, I have a wonderful wife who helped me understand the importance of our relationship. A good marriage wins over a good career every day.
4. Negotiate your title before you start your job. You'll never have more leverage than you do when someone else wants to hire you. Make the most of it. That's what player agents are hired to do. Since you probably don't have an agent, that's what you have to do too—for yourself.
5. Realize that we all have a bottom line, including the richest person you know. When we pass below it, we put our financial and personal lives in jeopardy. Learning to manage our personal resources is probably the smartest business trait one can develop.
6. If the corporate hammer falls on you or your company just falls apart, stay upbeat. Continue to work to fill each day with productive steps towards your next job. Use that time wisely and manage to have some fun along the way without taking your plight too seriously. Things tend to work out.
7. Know that your reputation is your most important possession. Finding a new job quickly is predicated on how well you can speak about your accomplishments in your last job and how well people from your last job can speak about you.

chapter three takeaways



1. Have big hands if you play point guard, or if not, find your strengths and fully develop them. Stockton recognized that his hands helped him deliver the ball to his teammates in a very precise way, and he developed other talents to complement his strength. Whatever your go-to skill is, find it, develop it, and maximize it. Play to your strengths.
2. Learn to be patient. A successful career usually takes time to develop. Inevitably, you will experience some ups and downs. Don't give up on the downside.
3. Know and embrace the culture that you'll be working in. Or move on quickly. Being adaptable is paramount to survival. Being headstrong and above the system will not embellish your career. It might even shorten it.
4. Do the work. Know what is needed. Use your time in the office wisely, especially if you really only have from eight to five to make a difference.
5. To get ahead, extra effort will be required. Find time to hone your skills, hopefully not at the expense of a family party, but do what is necessary. You can party later.

chapter four takeaways



1. Try to stay healthy. Take care of yourself. Above all, avoid breaking your hand if you need it to further your career. Otherwise, it might be costly as well as painful.
2. Don't ever give up. Even though the team suffered some difficult playoff losses in 1988 and 1989, they came back ready to play the next season. Management didn't panic. Our owners didn't panic, either. If you believe in something, stay committed. Don't ask for a trade or let a prized client leave the fold without a fight.
3. Losing a client or a playoff series can be an invaluable learning experience, so take the necessary time to critique your performance and figure out what went wrong. You'll do much better next time. Promise.
4. Building something good will be an uneven process. Few companies or teams reach the desired pinnacle of success quickly. If they do, they'll probably take a temporary tumble, at the least. Choose your battles carefully. The Eagle Hardware experience was highly instructive. I could have told my boss that it wasn't worth saving, and we could replace that client with another and never miss them. But I'm glad I didn't. I didn't think that attitude was in our DNA.
5. What's the most important thing you can do in business? Author Tom Peters said in a "blinding flash of the obvious" that providing "positively outrageous service," was the one thing that separated successful companies from their competition. Worth noting. Worth doing.

chapter five takeaways



1. Take advantage of opportunities that allow you to present yourself in the best possible light. That's what Wes Mathews did. In a relatively short period of time, he went from a guy without a job to a multi-year millionaire. Your climb could be a little slower, but dream big. You might surprise yourself.
2. If you must choose between a blue and black car, trust me, pick blue. Black is a lot harder to keep clean and portends an ominous image, especially if it has red hubcaps. Even better, pick a red car with black hubcaps, and live it up a little.
3. Don't take your present situation at work for granted. Change is around the corner. Starting lineups have a way of shifting. Much of that is out of your control, so worrying about it doesn't accomplish anything.
4. The best advice I ever received: "Walk confidently into work every day as if you didn't have a care in the world. Make a list of key tasks (if you haven't already done that upon waking) and go to work as if there is no tomorrow." That advice came from my father, by the way.
5. Turns out there will be a tomorrow. So leave your work at the office, go home, and forget all about it.
6. But own it while you are there. I mean *really* own it. Be thorough. Have a steady hand. Inject some passion. Follow up with others. Be completely engaged, in other words.
7. Make it fun. If you can't have fun or derive satisfaction from what you will accomplish today, find something else that will keep you excited.

chapter six takeaways



1. Layups are better than long-distance shots, most of the time. With the addition of the three-point line and the increasingly uncanny shooting ability of many NBA players today, those long shots are starting to look like layups. Now if you can shoot 40% or better from the three-point line, you can pass on making a measly layup or slam dunk. But in business, look for slam dunks.
2. A good coach is hard to find. If you have one, hold onto him or her as long as you can. That goes for parents too. They know stuff. Lots of stuff.
3. If you happen to be a coach, hire the best people who can be found. Empower them so they'll stick around. Hopefully, they are faster, smarter, and as dedicated as you are. Don't worry about being the dumbest guy in the room. You're not. You got there for a reason.
4. Good coaches have a deep keel. They don't get too many technicals or tossed from critical games unless they want to make a point. Jerry was smart that way too. He picked his spots. And there are times when it might make sense to watch from the locker room. Sending a message to the team or refs isn't always the wrong thing to do. It gets their attention. Maybe it will fire up the team or make the refs think twice, but live to play or coach another game. Your team needs you.
5. In your business, if you have clients, look for good ways to reward them or "add value" to your partnership. Jazz tickets or an occasional "shootaround practice" are pretty good things, for it makes them feel special, wanted, and valued.
6. Find something you enjoy doing outside of your career. Maintain balance. Have a hobby (Jerry Sloan collects tractors and fine pottery). We all need a little diversion.

chapter seven takeaways



Achieving your goals is a process filled with delays and detours. Waiting can be very frustrating. Go as fast as you can but don't rush success. You're a champion, so stay with it.

1. Learn something from every misstep. Get a little better each day at doing what you do best.
2. Be yourself. There's only one Emmet Bryant, and no matter how hard I tried to look like him, wear his sideburns, or copy him in any way, I couldn't. I'm better off being me.
3. It's a good idea to know where you are in life. You don't want to miss the chance to play in an important game, like game seven of the NBA Finals, especially if it was yesterday.
4. We're all marketers. We're all about branding, selling, and staging. So is the NBA. So are the Rolling Stones. And so is each one of us.
5. If you get pranked, the best thing to do is roll with it. But don't rule out revenge. Sometimes getting even can be fun if you do it without ire.
6. I recommend having friends. Friends are essential. Right next to family. You'll live longer and enjoy each day a lot more with good friends by your side, and you don't need to rent a helicopter or go on an expensive trip to have good, close friends. That's optional.

chapter eight takeaways



1. Never underestimate the heart of a champion. If you haven't yet developed enough heart to be a champion, try not to "take the cape off" someone on the other team who has.
2. To be at the top of your game, take on all the challenge you can stand, but prepare physically, mentally, and in every other possible way. Avoid injuries so they can't sidetrack you.
3. We all have the heart of a champion inside us. We just need the right circumstances to bring it out. Put yourself in a place where you can become that champion.
4. "Deeds not Words" is a good war cry for any of us. It looks good on a brick in your office, too. Try not to get it backwards, though.
5. Even those with the heart of a champion don't win them all. Bill Russell and the Celtics came close with 11 NBA Championship rings. It's still the most successful franchise in US sports history with 17 total championships compared to 16 for the Lakers. Jordan and the Bulls got six. Magic, Kareem, and the Lakers tallied five, and so did Kobe (5) and Shaq (3) for the Lakers. One will do just fine, thank you.
6. Only one team in the NBA gets a trophy per year. Twenty-nine other teams owe it to themselves to compete and compete with class. So do each of us. You can be a champion without winning a trophy. Think Stockton, Malone, Hornacek, Sloan, and company.
7. We should all have heroes. My mom and dad are mine. So are my wife and my kids. I got lucky. I have heroes living under my own roof. Hard to top.

chapter nine takeaways



1. To be at the top of your game, learn to take the crowd out of it. Focus on winning without being distracted by the madding crowd, whether they're rooting for you or against you.
2. Play to your strengths. Don't worry too much about your weaknesses unless they tend to overshadow your strengths. I wish I could remember names better than phone numbers, but I figured one out of two wasn't bad.
3. Generally, it's a lot harder to remain the best at whatever you do than it is to become the best. Work as hard once you've arrived as you did to get there.
4. Do your homework. Scout your competition. Know the lay of the land as well as what is at stake. Be prepared before you make a proposal to a possible name rights partner or even your future wife.
5. Giving 110% is not a bad idea. No better way to separate yourself from the competition, unless it takes 120 percent.
6. I don't like the word "adversity," but a little of it can propel you to greatness as you work through it and come out on the other side. But don't go looking for it. It will find you.

chapter ten takeaways



Having a fan is a great thing, whether it's your mom, dad, sister, wife, husband, or friend. Be grateful and return the favor. Being a fan is as important as having one.

1. Stay true to yourself, cultivate integrity, and be nice. Players who do that earn lots of fans, even if they aren't the best player on the court.
2. One important truth: The better you are at whatever you do, the more fans you'll have.
3. Embrace being a fan but realize that obsession is unbecoming. Why experience being in a bad mood because your team lost an important game? Let the players do that. That's their job, anyway.
4. Someone once said that having fans is a wonderful thing. They will love you, worship you, and pay homage to you. "Enjoy that feeling, but don't ever inhale it."
5. I'm a Jazz fan. I'm also a big fan of my family. I love my beautiful wife and each of our four children (and their spouses) and our newest addition, a granddaughter, even more than the Jazz. You might even call it an obsession.

chapter eleven takeaways



1. The Jazz prove that it's really the journey that matters. John, Karl, Jeff, Jerry, and company played every minute of every game at the highest possible level for over 10 years, mostly together, to get to the NBA Finals. The final score, in my estimation, was just a footnote.
2. Sometimes things happen that disrupt our personal universe a little, like a lockout. Don't let "if only" into your vocabulary very often. Play on.
3. Being called "gritty" is a compliment of the highest order. Why? Because your opponent knows you aren't going away.
4. Getting to the finals or accomplishing anything noteworthy starts a lot earlier than we might realize. Preparation sounds trite, but it's vitally important to achieving our goal.
5. Don't be afraid to take the last shot. It might be a gamble, but what have you got to lose?
6. Winning is fun. Losing, not so much. Win with honor but lose graciously. We'll probably all have the opportunity to do both.

chapter twelve takeaways



1. People like to be empowered. Research shows that empowered people are more productive, loyal, and effective. Don't be afraid of losing control. Your people will respect and admire you all the more knowing that you trust them.
2. Larry Miller always said, "Take care of the customer." If you are in business, you already know how critical that is. Don't listen to anyone who says client relationships don't matter. You know better.
3. The word "veteran" is not a synonym for becoming worn out or useless. It connotes experience, and when put to good use, one can still drop that long-range, slightly less-elevated jump shot on a hapless rookie.
4. If you feel like you're losing your edge, think twice. It might be that you just need to work a little smarter, not harder. Success is attainable, whether you are a wily veteran or a youngster just learning the ropes.
5. Someone once evaluated my signature and told me that (way back then) it indicated that I had a healthy degree of self-acceptance because it was very legible. I don't know what happened to it, but the important thing for me is that I can still read it!
6. I like to avoid confrontation, but occasionally, it becomes necessary. Ending a skirmish amicably is a good idea. Very doable. Unless you feel the need to break someone else's glasses.
7. You'll make mistakes. Few, if any, will be severe enough to prevent you from recovering as long as your ego doesn't get in the way. It might be a good idea to take a deep breath, count to ten, sleep on it, and put yourself in their shoes—or someone else's shoes, like your dad's, perhaps. Then, make a plan, sleep on it some more, and then test or revise your approach. Trust me on this.

chapter thirteen takeaways



1. When things get tough, look for allies, especially if you're the only one drinking a Coke at a bar where your client's beer is sold.
2. To borrow a phrase from John Wooten, one of the world's greatest basketball coaches: "Make every day a masterpiece." Study. Grow. Be ready. Someone might be training you to be their replacement—or vice versa.
3. When you are called to lead, step in quickly, establish a plan, lay down the rules, and give everyone the power to get things done. Set your sights, and theirs, as high as you dare.
4. Drink in every moment of your career. Love what you do. If you don't, pretend to love what you do until you can afford to do something else.
5. Realize your greatest teachers will be your parents. They did so many things so well, but you probably won't realize how much they've done for you until they're gone.
6. They say there's no such thing as a perfect deal. We all have imperfections. Therefore, deals have imperfections, too, but that's why we negotiate. Of course, there are exceptions to every rule. Just ask John Stockton or my youngest son, who knew early on how to make a deal—a perfect deal.

chapter fourteen takeaways



1. Love your family. Unlike a basketball team, which can also be like family, you can't trade up in the draft for a younger brother or sister hoping to love them more.
2. As a parent, you set the tone, along with your chosen companion, for just what your family will look like, act like, and stand for collectively. Your family has a personality just like you do individually. Ask yourself, how is your family perceived by others?
3. I think it is a good idea to have a family mission statement. Ours is: "We will strive to find enriching opportunities for each member of our family so that they can grow, develop, and shape their own families."
4. This is Part II of our mission statement: "We will establish the kind of warm, family home environment where everyone can feel welcome and accepted."
5. I asked my father as I pondered the worrisome state of the planet, "What can I do to make a difference in the world?" He simply replied, "Take care of your family. That's the most important thing you can do."
6. Family can run deep. It can include extended family and even good friends. Good friends are hard to find. When you do find them, treat them like family.
7. Larry Miller made me feel like I was family. He did that with everyone, but it didn't mean that he couldn't get mad. It did mean that you were always welcome, especially if you did your job well.
8. There's no place like home.

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I am grateful beyond words to my wife, Tamie, my publisher, Elliott Wolf, my editor, Danielle Harvey, my designer, Amy Vaughn, my children, Marin (and Chad Mortenson), Taylor (and Liz), Brennan (and Tessa), and Madison, my good friend and perennial Jazz fan Dave Boyce, who read every chapter for accuracy, Lee Benson of the Deseret News, who has provided much needed moral support, my associates and staff at the Jazz, including Les Barber, Kevin Gianatiempo, Greg Tanner, Brian Devir, Ted Roberts, Steve Johnson, Peter Bland, Jackson Brown, Suzanne Taylor, Kathy Jo Colledge, Brittani Forbush, Amy Slagle, and Jeni Wood (among others), my teachers, bosses and mentors, Hack Wooley, Bob Fotheringham, Manny Floor, Rich Nordlund, Dave Checketts, Frank Layden, Jerry Sloan, Larry Baum, Tim Howells, Denny Haslam, Jay Francis and Randy Rigby, my good friend Grant Harrison, who has given me fodder for some of the very best Jazz stories and let me borrow most of the photos in this book from his private library, Melissa Majchrzak, photographer, for some of the pictures herein, my sister Patty and good friends Charlotte and Phil Cook, Craig Anderson, JR Knight, Stuart Nelson and Shane Peck, who encouraged me to keep writing even after reading parts of my original manuscript, for great clients who became great friends, Val Christensen, Lane Summerhays, Peggy Larsen, Rob Brough, Scott Anderson, Mark Walker, Jack Pelo, Paul Lukanowski, Jamie Neerings, Ray Pickup, Jim Wall, Michelle Gallagher, Fred Beck, Mark Adams, Steve Goldsmith, Kirk Umphrey, Larry Olson, Fred Lampropoulos, Ron Jibson, Rich Walje, Mike Archer, Lee Christensen, Jim Robertson, Richard Ostler, Randy Orison, et al., and most importantly, Larry and Gail Miller and their family, who bought and kept the Jazz in Utah, thus making everything else in this book a possibility.

From a self-proclaimed sports marketing junkie, here's the inside story of how a top US sports franchise functions, how one man brought it to Utah against the advice of the NBA, how another man and his family gave it new life, passionately embracing the team, making countless financial and personal sacrifices throughout its history, how its general managers, coaches, and players rallied behind the exuberance of a state full of sports fans, and how a last-place sports property became a model of success, surprising most sports business experts and the entire front office of the NBA along the way.

For over 28 years, Michael Snarr worked in the front office of the Utah Jazz and watched as all of these fascinating stories, plots, and subplots unfolded. Balancing the history of the team from the time it re-rooted itself in Utah, Snarr also tells us about the business of sports marketing, how it all came together, grew, and how some extremely remarkable and committed individuals on the team and business side achieved what few people thought possible, especially in one of the smallest cities in the NBA.

The Utah Jazz met Michael Jordan and the Chicago Bulls in the NBA Championship Finals twice. That accomplishment grabbed the attention of America, and indeed, much of the world. It was a series where individual play was overshadowed by team effort. Almost everyone watched. In fact, the 1998 NBA Finals is still the most watched series in the history of the NBA.

This is a story of success, of overcoming failure year after year, and of beating the odds to achieve more than expected. The final score is just a footnote to a much greater and inspiring story. The story of the Utah Jazz during the golden era of Stockton to Malone.

MIKE SNARR graduated from the University of Utah in business management and worked for the Utah Jazz from 1986 to 2015 in sponsorship sales, when he retired. He lives in Salt Lake City with his wife of 38 years, Tamie Merrick Snarr. They have four children, and recently, a first grandchild. Mike enjoys trying to stay in shape, playing golf, and spending as much time with his family as they will allow.



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