




Grit & Commitment

OUR STORY

CITY**CREEK**
MORTGAGE.COM
TRUSTED. RESPECTED. LOVED.



Sitting in the audience over 20 years ago, Dr. John Maxwell's words echoed:

"Successful people make right decisions early and manage those decisions daily."

His statement impacted me so profoundly that I decided to start making decisions that would guide my life and direct the company I was about to build.

The following is the story of how Tobi and I met, why we got into the mortgage industry, why we made the decisions we did, and the blood, sweat and tears we shed to build the most Trusted, Respected and Loved mortgage company in Utah.

Thank you for being a part of our story. Making sure you are completely taken care of is the reason we have fought to stay an independent broker since 1998.

- Mike



OUR STORY

Our story begins in 1989. I was a senior in high school when a friend set me up on a blind date with a young, feisty beauty named Tobi who would later become my bride. Soon after, I graduated high school and started college. However, she still had two years of high school remaining. Tobi would study for her classes in my college library so we could see each other every day. We often talked about starting a company, but we had no idea what that would be.

While in school I took a job working for a construction company. Although I mainly focused on framing and drywall, I experienced all areas of new construction. It was there that I learned to appreciate hard labor and to value the people who devote their careers to this industry. As time went on, I moved into a managerial role and spent most of my time in an office. Eventually, Tobi would join me at the construction company as the marketing director. We worked during the day and attended classes at night.

Working in the construction industry is where we first experienced what it was like for homeowners to obtain a mortgage. We watched helplessly as our clients worked with lenders who were clearly more interested in earning a commission than they were about caring for



- Mike's Graduation Spring 1995
Student Loan Debt: \$60K



their customers. We witnessed transparency issues and even integrity issues. Lenders were charging our clients more at the closing table than originally quoted. There was also a major lack of communication leaving everyone feeling stressed and distrustful. It was through those experiences that we realized there were many unmet needs in the mortgage industry and that this is where we could make a difference.

With a brand new baby, Austin, and \$200 to our name, Tobi and I left the home-building industry and set out to improve the mortgage experience. After just 18 months of working for a large mortgage company, in July of 1998 we opened City Creek Mortgage. Shortly after, we welcomed our second child, Mikaela, to our young family. All together, we would share in the joys, pains, and excitement of being small business owners.



What we couldn't see
was that our challenges
were preparing us for
the future

The learning curve of owning a business was steep. However, we soon realized that our experiences throughout childhood uniquely equipped us for the role. Tobi and I both were raised in financially unstable homes and sometimes went without the basic necessities. At the time, the hardships seemed insurmountable and often senseless. We found ourselves frustrated with the consequences of our families' decisions and were determined not to repeat them. What we couldn't see was that our challenges were preparing us for the future. As a result, we developed strong work ethics, a thirst for knowledge, and the commitment to be financially responsible. Looking back, neither of us would trade our childhood experiences. They have proven to be the fuel and grit needed to be business owners.

- They Grow Up Way Too Fast
The Roberts Family 2002





- Continuous improvement:
Tobi's Bookshelf

Soon after starting City Creek, we realized that it was important to clarify who we were and what we stood for. So, we made City Creek **Decision #1: Outline your Core Values and use them as a filter through which all decisions are made.** After some soul searching, we came up with the following non-negotiable values that are still posted on our wall today:

- Be Loyal
- Continually Improve
- Always Do the Right Thing
- Take Personal Responsibility
- Provide Quality and Excellence

I would love to say that owning City Creek Mortgage was a straight and easy path, but that would be far from the truth. In reality, every time we helped one family close on their mortgage, we were unemployed until we found someone new to serve. We faced many times of total fear and uncertainty wondering where our business would come from. This led to City Creek **Decision #2: We are a client-for-life company.** We believe that if we provide honest advice at a fair price and

truly care for our clients like family, they will come back to us the next time they need a mortgage and they will bring their family, friends, and associates with them too.

When we hired our first employee, we realized what a huge responsibility it was to provide for another family's livelihood. In order for our employees to be their best, we as leaders must care for them by providing a safe environment.

When the mortgage industry crashed in 2008, we had a much larger team and found ourselves having to make one of the most difficult decisions we have ever faced. While most mortgage companies were laying off their staff, we knew that in order for our people to trust us going forward, we had to remain committed to their security. This led to City Creek **Decision #3: Lose money before losing good people.** And lose money we did...



I would love to say that owning City Creek Mortgage was a straight and easy path, but that would be far from the truth



- City Creek Mortgage's First Employee
Mike and Tobi's Basement 1998



I remember taking my wife to a café to let her know that we had exhausted our cash reserves, borrowed as much money as we could, and were still sinking. In truth, we were hanging on to the knot at the end of our rope. Through tears, she looked at me and said, "Let's just work harder

and make it through. We can't give up and we can't let our employees down." With late nights, determination, grit, and commitment, we turned things around and got back on our feet. Although we have faced uncertain times since then, to this day, we have never laid off a single employee.

I read a book a number of years ago that talked about how to build trust and security in your employees. It argued that by providing stability of income, you will motivate most people more than if you paid them a commission. That book challenged me to restructure how we grew our team. This led to City Creek **Decision #4: Provide each member on the team with the stability of a salary.** Although this is a large undertaking for a small mortgage company, we believe that it provides a better experience for our clients and a more stable life for each of our employees. Our sales team is not dependent upon a sale to earn a paycheck, so they are better able to focus on what truly matters to our clients. They make it their sole interest to learn about each client's specific needs, to offer advice, and to help save them money. This is rare for a mortgage company and something that makes us unique.

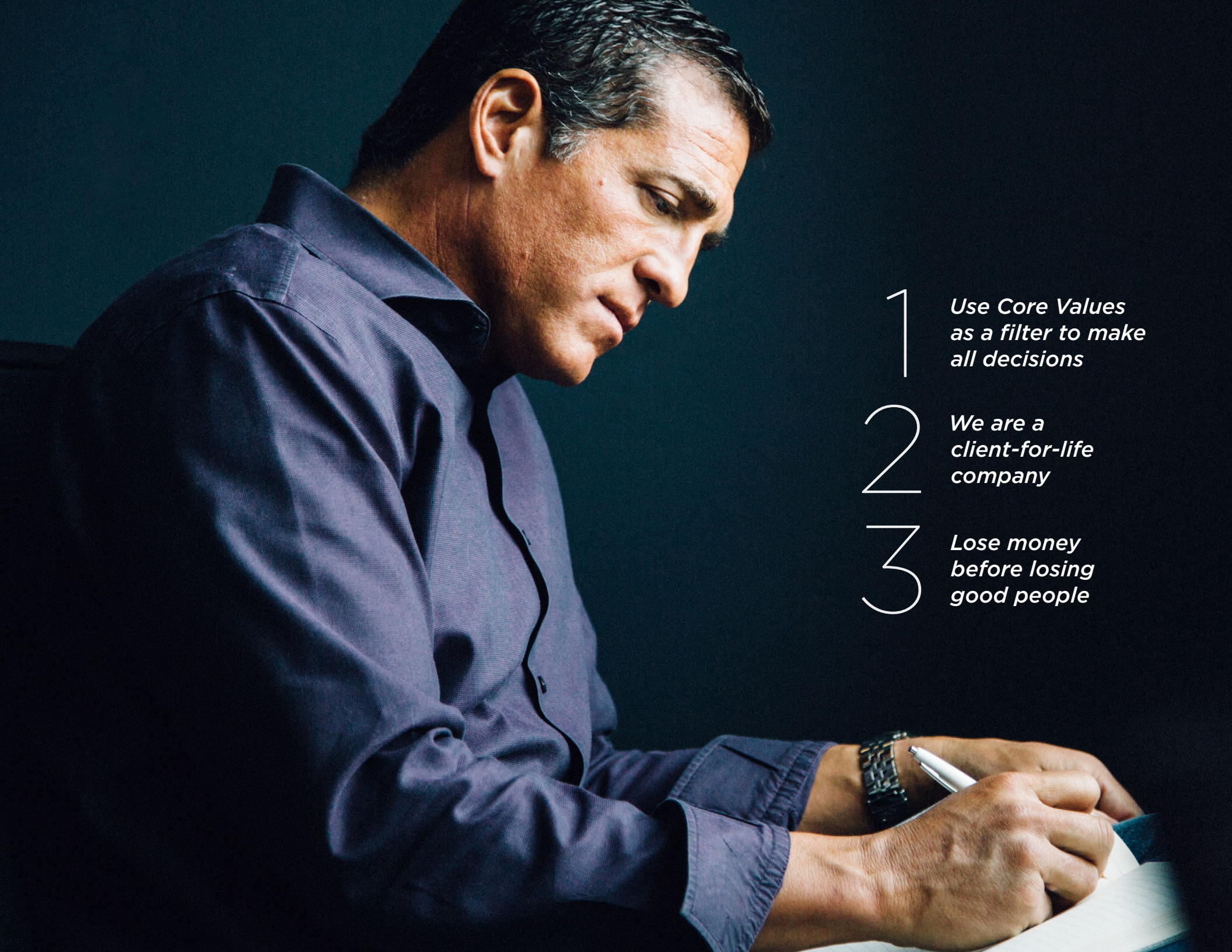


- Our talented team members help us to realize our vision.
Taiya, Mike, Alexis, Desirée, 2016

“ To this day, we have never laid off a single employee

One of the key highlights of the mortgage collapse was the lack of disclosure and authenticity in many mortgage transactions. We understood that people truly wanted access to fast, accurate and honest information. This led to City Creek **Decision #5: Be transparent.** We believe that transparency creates trust. Our goal is to be 100% open about any income we earn, how it is earned, and who pays it. We also guarantee that the rates and fees we quote are the ones you receive at closing.

A few years back, my wife was being interviewed. She was asked what we hoped to accomplish as a company. I watched her take a couple seconds to ponder the question, and then she responded, “We just want to be the most trusted, respected, and loved mortgage company in Utah.” By the next day, the words Trusted, Respected, and Loved were added to our logo. These three words guide our employees and direct our decisions every day.



1

*Use Core Values
as a filter to make
all decisions*

2

*We are a
client-for-life
company*

3

*Lose money
before losing
good people*

4

Provide each team member with the stability of a salary

5

Be transparent

6

Provide higher value at a lower price

Running a business has taught us many things. Learning how to win over the hearts of our clients has been one of our primary focuses. With all the bumps and bruises of owning a mortgage company over the years, our trusted relationships with our clients are what will always keep us in business. We believe that we need to give more than we receive, always be fair and do the right thing in every situation. As a result, we adopted City Creek **Decision #6: Provide higher value at a lower price**. By doing so, we earn our clients' lifelong business and become an enthusiastic referral to everyone they know.



We just want to be the most Trusted,
Respected and Loved mortgage
company in Utah

At the end of the day, we are just a small family-owned, local business who sincerely loves our employees and clients. City Creek Mortgage is family to our employees and a safe place for our clients to make big decisions. We appreciate each of you and are honored that you took the time to read our story. Your loyalty and continued business mean the world to me, my wife, our children, and the entire City Creek Family.

*Thank you for being a part
of our tribe!*

- Mike & Jodi Roberts



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