



DSA Awards Competition
Direct Selling Association
1666 K Street, NW, Suite 1010
Washington, DC 20006-2808

February 15, 2000

Dear Awards Committee Members:

I am writing this letter to strongly support the candidacy of Grimes and Reese for the DSA Partnership award for 2000.

I met Kevin Grimes in the spring of 1996 soon after he began his venture into private practice. USANA retained Kevin in mid-1996 and we have been working with him ever since.

I have had a fair amount of experience working with attorneys in business using both corporate counsel and private practitioners. Many of the attorneys with whom I have worked have been very talented, yet in my opinion, Kevin Grimes is one of the best. He is not only an expert in network marketing and the legal ramifications of that industry; he is a fine strategist, he is an excellent resource for regulatory assistance, and he is a considerate and thoughtful person.

Kevin is willing to answer a single, specific question and to help develop an entire compliance program. His grasp of his field of expertise allows him to interact on the very superficial to the extremely complex issues. There is no one I would recommend more highly than Kevin Grimes.

Several years ago the firm expanded when Spencer Reese joined Kevin to complete their partnership. We worked directly with Spencer when we re-wrote our policies and procedures. He provided sound guidance and allowed us to not only shorten our original document but improve it dramatically. The team of Grimes and Reese is the standard to which all other law firms in network marketing should be compared; they are the gold standard.

Grimes and Reese are true partners with USANA. They are experts in their field, they are knowledgeable outside their field, and they know what their limits are. Grimes and Reese are an incredible resource for assistance outside their area of expertise and knowledge. Every recommendation they have given us has worked out well and saved us time and money.

As partners with USANA, Grimes and Reese know who has to live with decisions that may conflict with their recommendations. In situations like these, they understand and appreciate the business aspects of decisions and are willing to work with us even when we disagree. This makes them very unique partners. A partnership with a supplier is a

very different relationship. In my mind, it reflects a full understanding of and respect for each other. It is a relationship where you can disagree and still work together. It is a mutual understanding that there are no perfect answers, only different degrees of correctness. And it is a level of trust that goes well beyond that of purchasing a service – it goes to friendship and mutual success. USANA has this partnership with Grimes and Reese.

If I were to hire any one firm to help a network marketing company succeed, it would be the law firm of Grimes and Reese. There is no one above them.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeb McCandless". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jeb McCandless
Senior Vice President and
Chief Operating Officer