

EAGA Business Builder

Volume 15

Issue 15

eaganm.com

April 23, 2019

The speaker today was Scott Lardner—Rocky Mountain Stone



Scott began the presentation with a bit of family information and history. Scott's Dad was a Korean War Veteran living in New York. For a never really disclosed reason, his parents decided to elope—and drove to Colorado Springs. Dad was a stone mason and easily found work in the new community. He did a substantial amount of the work at the Air Force Academy. Ever since his Korean War days, the elder Mr. Lardner had wanted to learn how to fly. When the Air Force Academy project ended, he decided to pursue that goal at the nearest training facility. That was Kirtland Air Force Base in Albuquerque. The quest for a pilot's license was a hobby, not an income producing job. He was still a stone mason by trade. In 1963 the elder Mr. Lardner founded Rocky Mountain Stone to provide materials to the mason contracting industry. In 1979, RMS acquired a travertine quarry; and started cutting their own products in 1978. In 1985 they opened the New Mexico Travertine Company. That same year, Scott's personal family history began too when he married his wife Chris. Their children Danielle, Kaitlin and Sean Christopher are grown up now and forging their own way in the world. Even the next generation has begun with granddaughter Gianna Grace. Scott's business life began when he was about 8 years old. That is when he learned to drive a fork lift to assist around the yard. The machine was modified with a wooden block riser for readily using the break pedal (The gas pedal was not modified. It was off limits). Rocky Mountain Stone is a family business, and Scott, along with his four brothers, became the successor owners/management. The second portion of Scott's presentation today was about that very subject—family business progression. He, obviously, has had some detailed, first-hand experience regarding that topic. He has traveled the journey as the five brother shared management of the company; and as the five brother arrangement has reduced itself to a two brother arrangement. A few years ago, circumstances arose and four of the brothers bought out the fifth. Then, in 2010, tragically, one of the remaining four was diagnosed with cancer and died within a couple of months. And in 2013, another brother experienced a devastating divorce and ultimately decided to sell his part of the company. As terrible, and confusing, and complicated as that must have been, from the business perspective, the transitions were at least somewhat manageable because Scott's father had insisted on having a Sell/Buy Agreement in place for the company's management/ownership progression. There did not have to be any difficult negotiations, or feelings of ill will during the transitions because the pre-existing agreement detailed how things were to be handled. Scott knows that there are many family owned businesses in EAGA and he wanted to share a few ideas that would not only encourage those folks to make sure that they are planning for ownership progression, but are also aware of some of the specific details to consider. Mr. Lardner recommends a book titled "Perpetuating Family Business". It discusses thoughts for three different types of family business: Owner Managed; Sibling Partnership; and Cousin Collaborative (succeeding generations). Scott also provided insights for the process, and his "4 Ps" for a successful arrangement. The insights included things like Planning is essential—some things will be definitely more complicated than others. Communication is indispensable. Commitment is required—there has to be a real desire to make sure that the family business continues into the future generations. Specify the spouses' role in company management. Set a merit-based pay plan. The 'everyone gets the same no matter their duties or responsibilities' isn't a good plan. What to think about when there are more kids than management spots—be aware that not all kids are built the same and some may not desire, or may not be good at being, management. Always maintain the philosophy of 'Family First'. Scott's four Ps are: Policies—make sure the most important ones are in place before they are needed—paying particular attention to those concerning funds, employment and retirement. Sense of Purpose—that continuing the entity is a worth while endeavor. Process-collaboration is crucial. Parenting is important—the next generation needs to know all the above. If you have an interest in discussing anything related to succession planning, Scott has a lot of good information and well planned, or hard earned experience to share. Give him a call at 505-345-8518. If you want to discuss options for some stonework needs for one of your upcoming projects, you can call him at that number as well. He has the knowledge, experience and staff to provide you with many good suggestions. Scott can also provide some very good insight on dressing in color coordinated apparel so that each family unit is easily distinguishable in a 30+ member group photo.

Business Leads:

None written down today

Reciprocity:

Thank you to Manny Ortega—Ortega Appliance Service for prompt service. He had my problem fixed right away.
- Damian Lusch

◆ Second announcement for a prospective new member

PS Properties / PHOCUS Real Estate Team

Representative: John C Woods

Category: Residential Real Estate

Sponsor: Kevin Lorenzen

If you have an objection to this company becoming a member, or if you have information that you feel should be considered during the review process, please contact Membership Committee Chairman, Jack Zipper (jzipper@comcast.net or 505-259-5959) as soon as possible.

- ◆ The Golf Outing will be June 6th. Fees are \$30 for members and \$70 for guests. So far there have been 50 golfers signed up. If you are interested, but have not yet put your name on the list, you still have time. We are also looking for hole sponsors—at \$100 per hole. Jerry will have the sign up sheets available for the next couple of weeks.
- ◆ Brock Carter—Safety Counseling is offering free CPR training course for EAGA members. There are two opportunities to choose from. Saturday, May 11 from 8:00AM to 12:00PM, or Wednesday, May 15th from 1:00PM to 4PM. Sign up sheets will be available at our meeting on April 30th.
- ◆ Michael Johnson—Shockwave Defense will be offering a self defense course for EAGA members. If you are interested, please sign up at breakfast this Tuesday and we will determine a date and fee.
- ◆ New printed directories will be available at our meeting next week.

Badge Board Greeters

Apr 30th	Paul Losey—Covenant Schools of America
May 7th	Scott Wilson—Crane Services Inc
May 14th	Steve Grant—Downtown Historic Bed & Breakfast
May 21st	Mark Abramson—Los Ranchos Gun Shop
May 28th	No Meeting—Memorial Day Holiday
June 4th	Mark Tobiassen—Action Coach Business Coaching

Upcoming Speakers

Apr 30th	Scott Wilson—Crane Services Inc
May 7th	David Dworski—Team 1st Technologies
May 14th	Jukka Jumisko—WSI Web Enhancers
May 21st	Nick Kadlec—New Mexico Solar Group
May 28th	No Meeting—Memorial Day Holiday

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