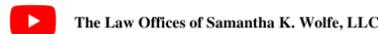
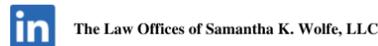
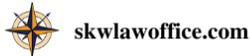
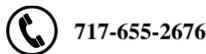


20 EAST SIXTH STREET, SUITE 206
WAYNESBORO, PA 17268
717- 655-2676
www.skwlawoffice.com

Volume 3 / Issue 2
Newsletter

20 East Sixth Street, Suite 206,
Waynesboro, PA 17268

Monday through Friday 8:30 am to 4:30 pm



Centerpieces with the Nieces:

You can submit questions to Maya and Lily, by emailing Jess Blair at blair@skwlawoffice.com, and Maya and Lily will ask Samantha the question on your behalf.

Maya: So, Sam we had someone reach out to us and they were wondering why you choose to do a compass as your logo? What is its origin? Why are the arrows pointed toward the Northwest and Northeast?

Sam: I created the tag line first: "Providing mindful legal direction for you and your future generations." Then I brainstormed: what gives us direction in life? All the times I have been lost (which has been many times), I have used a map to find my way. What orients you on a map is a compass. I wanted our logo to symbolize what I hope our role can be in our clients' lives. As far as to why it is pointed to the Northwest and Northeast, I wanted the top point of the compass rose to actually be the 3rd arrow, so the three arrows symbolize we will lead in a forward direction. At the time of starting the business, I wanted the staff and community to know what our office stood for and where we wanted to go as a business. I didn't see many law firms that had a mission statement and a logo. So, I thought a logo would help the community to know our goal when representing clients.

Lily: How do you decide what to wear every day?

Sam: I'm not going to lie, I love clothes. The first thing I think about is whether I am going to be in my office all day, or in and out of the vehicle visiting clients. If I am in and out visiting clients, I want it to be something easy to maneuver since I'm getting in and out of the car. If I am in the office, then I try to dress based on what mood I am in when I wake up. A lot of times I dress in very bright colors because I want to be cheerful and hopeful even when I am meeting with people during very sad and difficult times. My hope is that when I wear bright clothes it feels like I am giving a client a hug even when I physically cannot.

Maya: What movie have you watched most recently?

Sam: Well, during movie night with my nieces (see photo to the left), I just watched "Grown-ups." It was their movie pick! Every couple of weeks, my nieces come over and we have a movie night. They get to pick the movie. We hang out on my bean bag chair, with some snacks, and watch a movie.

Did you know!!



In Japan, the start of spring is marked by when the cherry blossom trees start to bloom. Cherry blossom trees like this are an iconic part of Japanese culture.



Samantha with Lily and Maya enjoying their time together

Virtual seminars

We would like to thank everyone for attending the virtual seminars for the start of 2022. Here are the spring and summer seminars:

- ❖ April 20, 2022: 12-1pm “Planting the Seeds: How to grow a Successful Retirement Plan, Part I
- ❖ May 19, 2022: 12-1pm “Planting the Seeds: How to grow a Successful Retirement Plan, Part II.

We will be taking a break from our normal virtual seminar during the months of June, July, and August. We will be posting recorded “Centerpieces with the Nieces” on our social media platforms. If you have questions that you would like to ask Samantha, please submit them to Jess at blair@skwlawoffice.com. Below are the following premiere dates. Check out our YouTube Channel and Facebook page on the premiere dates to watch the videos.

- ❖ “Centerpieces with the Nieces, Part I” - June 15, 2022
- ❖ “Centerpieces with the Nieces, Part II” - July 7, 2022
- ❖ “Centerpieces with the Nieces, Part III -August 18, 2022

We hope you can join us. Please note that we always add our virtual seminars to the seminar library on our YouTube channel, so please subscribe to our channel (www.youtube.com/channel/UCaQWFDV4chTFIqeJxuGU9Pw) so you know when we post new material.

Blog from the Boss (Or Basically Sam’s Humble Musings):

FAIRYTALES REALLY DO COME TRUE: WHO NEEDS PRINCE CHARMING? HOW TO CREATE A MAGICAL KINGDOM WITH JUST ONE BUSINESS SUCCESSION PLAN

AN IN-DEPTH LOOK AT WHAT IS NEEDED TO CREATE A SUCCESSFUL BUSINESS SUCCESSION PLAN

BY: Samantha K. Wolfe, Esquire, LL.M. in Taxation

Once upon a time, in a land far, far away, there lived two princes, Ebenezer and Scrooge Buffet, who ruled over their kingdom, Widget World, Inc. Widget World, Inc. had been successfully ruled by the Buffet family for decades; it was a family business of sorts and the people of the kingdom loved knowing that Widget World, Inc. was governed by the same family for years. The long-standing family ownership brought economic stability to the community. In fact, the subjects of the kingdom were often overheard praising “Long live Widget World, Inc.!” A large majority of the subjects were employed by Widget World, Inc. in some capacity and considered it an honor to work for the Buffet family and their kingdom, Widget World, Inc.

When the King and Queen Buffet died a decade before, they decreed that both princes would inherit the kingdom equally and rule Widget World, Inc. together. King and Queen Buffet had two other children, Calamity and Bane, who were deemed unfit to rule Widget World, Inc. when they squandered part of the family fortune in the early 80s by investing in a bubble gum factory that folded due to unsatisfactory product reviews claiming the gum flavor was not long-lasting enough. Before King and Queen Buffet died, they warned Ebenezer and Scrooge that it would be their responsibility to determine who the next ruler of Widget World, Inc. would be and cautioned them to beware of the two merciless dragons that wandered the land: Tariff and Usurer. These dragons had been on the prowl for years and were a constant threat to Widget World, Inc. Tariff and Usurer would like nothing more than to see the collapse of Widget World, Inc. The Buffet family was determined not to let Tariff and Usurer gobble up the kingdom; the family wanted to see Widget World, Inc. continue for centuries to come.

As is natural for rulers, Ebenezer and Scrooge Buffet each brought his own personality strengths and weaknesses to rule the kingdom, which is another reason King and Queen Buffet decreed that both sons would rule Widget World, Inc. Ebenezer was a big-hearted fella who enjoyed meeting people and making connections in the kingdom. He was the face of Widget World, Inc. and was the “salesman” of the kingdom. He could recruit any subject to work for Widget World, Inc., and he could convince neighboring kingdoms that they wanted to be a part of Widget World, Inc. Scrooge, on the other hand, was a miserly bloke, who pinched very penny of the kingdom and ensured that there was enough in the “bank” for a rainy day. In an effort to maximum efficiency and to capitalize on each brother’s strengths, the princes decided to divide the responsibilities and each prince would govern certain aspects of Widget World, Inc. Ebenezer was head of sales and recruitment, while Scrooge was head of quality assurance and handled the bookkeeping aspects of Widget World, Inc. Each prince considered himself the owner of 50% of Widget World, Inc. Together, Ebenezer and Scrooge were unstoppable.

As the years passed, Ebenezer and Scrooge began to realize that they would need to identify the next rulers of Widget World, Inc., and they needed a way to transition the power to the next generation while minimizing the risk of an attack by Tariff and Usurer. Tariff and Usurer had a tendency to attack the kingdom during a transition period because that

was when the kingdom was most vulnerable since the subjects were already skittish because the new ruler hadn't earned their allegiance yet. If the transition wasn't seamless, the subjects of the kingdom were more at risk to Tariff and Usurer. The fear of the unknown makes people do reckless things.

Ebenezer and Scrooge both had children. Ebenezer had two children, Kowtow and Obsequious, who were heavily involved in Widget World, Inc. and interested in learning how to govern the kingdom but had one big concern: working with their Uncle Scrooge. Scrooge had three children: Rebel, Obstinate, and Blasé. Rebel worked in the kingdom but dreamed of traveling to the neighboring kingdom to experience a different life and have a little bit of freedom from his father. Obstinate was not sure he wanted to rule the kingdom. He dreamed of starting his own kingdom and ruling it himself. Blasé dreamed of being an actress, unless she decided to be a missionary in a third world country; she changed her mind depending on what she thought the latest reality television star was supporting that week.

In an effort to create some sort of plan regarding Widget World, Inc., and the transition of power to the next generation, Ebenezer and Scrooge met with their sage advisor, Barrister, to provide some counsel about how to transition Widget World, Inc. to the next generation of the Buffet family. Barrister provided them with some guidance on how to proceed and then waved her magic wand and made it so that Rebel, Obstinate, and Blasé all wanted to be a part of Widget World, Inc. and the dragons, Tariff and Usurer, disappeared. Everyone was able to live in harmony and when Ebenezer and Scrooge died many years later, Widget World, Inc. was in good hands with their children. The kingdom prospered and the subjects were content with the next generation of Buffet rulers.

And they all lived happily ever after. The End (If you would like to read this article in its entirety, please contact our office and we will provide you with a copy of the article. Below are the tips offered in the article.)

Tip #1: Ensure that all business records are accurate and up to date before you discuss business succession planning.

Tip# 2: Review each owner's financial power of attorney to ensure the correct individual has the ability to handle the business should an owner become incapacitated.

Tip#3: Ensure long-term care provisions are included in the governing document of the business.

Tip#4: Consider using a trust as part of the business succession plan if the client is concerned about his or her long-term care costs or his or her co-owner's long-term care costs.

Tip#5: Ensure that the governing document allows the business interest to be transferred to a trust.

Tip#6: Consider the income needs of the transitioning owner.

Tip#7: Work with the client's financial advisor to create a retirement budget so you have realistic numbers.

Tip#8: Consider federal income tax ramifications not just death tax ramifications of the business succession plan.

Tip #9: During the initial consultation create a plan of action, complete with a list of what information the client needs to obtain and schedule the next appointment so that there is always forward progress.

The Law Offices of Samantha K. Wolfe, LLC enjoys partnering with others to provide information to our clients. As we focus on Business Succession Planning in the issue of our newsletter, we are featuring Mark Sussman.



Mark Y. Sussman, Family Business Advisor & Executive Coach, Strategic Business Group, LLC.

Having returned to the family business, Mark grew it into the largest e-commerce site in its category. More importantly, Mark worked with his father to develop a succession plan resulting in the successful transition of ownership and management. Since selling the company, Mark often relies on his own experience as an adviser to family-owned and other closely held businesses on issues related to succession, exit planning and leadership development. Mark has an MBA from NYU's Stern School of Business and lives in Mechanicsburg with his wife Susan and son, Jeremy.

[Are family businesses different?](#) A few years ago, I had the opportunity to sit down with a co-founder of a small, entrepreneurial company and learn about his experiences. The company was formed in 1998 and saw quick, continued growth that was only slightly curtailed by the downturn in 2008-09. Now, he and his partners are facing challenges as

transitions and growth bring in a new, younger group of managers. Hearing this founder’s story, I was struck by how much his company’s path had in common with a family-owned business as well as what was different. Here is a short checklist of those commonalities and differences.

Built from scratch to success? <i>Similar.</i>	Relationship started and based on business relationship? <i>Different.</i>
Agile to changes in the market? <i>Similar.</i>	Understands rules of engagement centered on business? <i>Different.</i>
Need to imbue entrepreneurial spirit into next generation of management? <i>Similar.</i>	Communication almost exclusively based on business issues? <i>Different.</i>

Using this founder’s experiences as a basis, let’s take a deeper look at some of the similarities and differences between family businesses and other closely-held businesses owned by non-related partners.

Similar to Family-Owned Businesses

- **Motivation for Starting Business:** Put simply, founders see a need in the market and form their business to fill that need. Behind that is a very strong entrepreneurial drive. This drive motivates founders of all types to overcome the obstacles that startup businesses encounter.
- **Quick Reaction to Change:** Whether family-owned or not, closely-held businesses are quick to recognize and adapt to changes in the marketplace. This is a distinct advantage closely-held businesses have over their corporate, publicly traded counterparts.
- **Generational Change:** Even non-family businesses face issues of generational change especially as the business matures beyond the start-up phase. For example, the co-founder I talked to wonders how he can imbue his next generation of managers with the same entrepreneurial drive of the start-up team. This sense of entitlement among younger staff and questions about succession are issues that our co-founder shares with family-owned businesses. That said, for him these issues are not intertwined with emotional issues that come with family.

Differences from Family-Owned Businesses

- **Choice of Business Partners:** The co-founder above made the conscious choice of teaming with his partners to form their business. His alternative would have been to just not associate with these people. The choice for family business is not nearly this simple. The inclusion of the word “family” in the description precludes such an easy disengagement.
- **Rules of Governance:** Partners begin to develop governance rules for their business from the very moment they begin to discuss the opportunity. They may not be conscious of this but rules of operations are being developed as they agree on their individual roles in their startup. This is much different from family businesses where the addition of a family member usually “just” happens as a result of growth or necessity
- **Communication Styles:** The process of individuals deciding if they should partner to form a business begins with an exchange of ideas through a series of conversations. These future partners naturally make adjustments in how they communicate to accommodate differences in communication styles. These adjustment are more difficult for family members where it is easy to revert to old parent-child or sibling communication styles. Whiles this can be a great advantage for family businesses, it can also become a drawback when there are differences of opinion or other points of conflict.

Which makes for a better business model?

While it depends on the individuals, there is a natural inclination to assume inherit family bonds provide a distinct advantage for family businesses over other types of companies. However, as any member of a family business will tell you, these bonds require hard work and constant attention. As noted in a Family Business Magazine article: “[A] well-managed family business will outperform its non-family competitors when family members develop strategies and governance processes to manage their interaction with the business.”

Interested in learning how you can set your family business and your family on a collobartive path towards growth and long-term success? Connect with Mark by email (mark@strategicbizgroup.com) or call him at 717-439-6254.