

Scott Lowery Interview on Capital Club Radio

Live from the 2019 RMA International Conference at the Aria Resort Hotel and Casino in Las Vegas. It's time now for a special episode of the Capital Club Radio Show broadcasting on the Pro Business Networks This show made possible in part by Flock Specialty Finance, and now here's your host, chairman and CEO of Flock Specialty Finance, Michael Flock.

Michael Flock: Good afternoon from Las Vegas. Today we're really fortunate to have a well-known leader and successful entrepreneur in the debt buying industry. Scott Lowery is the founder of Collect America, which later became SquareTwo, a major player in the debt buying markets for many, many years. After cashing out of some of his equity in the mid-2000s, Scott left the CEO role and joined the board of SquareTwo as an advisor to the new President and CEO. Following Scott's leadership and tenure, the company's performance declined, filed bankruptcy and was sold in 2017 to Resurgent Capital Services, an affiliate of Sherman Financial, for about \$250 million. In 2018 Scott personally acquired Galaxy, a major debt buyer and master servicer based in Atlanta. Scott, welcome and I can't wait to read the story or see the movie, of the rollercoaster life you've led in this industry. You've got a rich, rich history and I think lots of future left. But let's start at the beginning, you started with a JD from the University of Denver and then start working for your dad. In fact, then I think you said you were working for GMC collecting what they couldn't. That was your first step into this whole world of collections. Now you didn't dream about this, right? Was it sort of just an opportunistic thing or how did you get there?

Scott Lowery: Well, Michael, thank you very much for that introduction and let me just say it's an honor and a joy to be with you this afternoon, and I look forward to our next half hour together. Yes, I went to law school and worked for my father as a lot or junior lawyer and he started doing collection work and he didn't want to do it, so he gave it to me as a junior lawyer out of law school. And I got the job and started doing it, and we grew throughout the western part of the country, with them and became very successful.

MF: So, collecting for GMAC, was it what you thought it was going to be or were there some surprises?

SL: Well, there's always surprises, and I didn't know the business at all. So I probably did it a lot different than I would have done it if I knew what I was going to do, but I worked really hard. I thought we should collect every account. And what I did was I went to all these GMAC branches and said, I'll just do a really good job for you. And they had their own attorneys. And I remember driving up to Cheyenne, and I told this branch manager in Cheyenne how I just beat his attorney and I would do the best job he ever had. And he said, son I remember thinking this isn't going to be good and he said son, "I'm sure you'll just do a way better job than my attorney, but every Sunday after church when he and I go to lunch, what do I tell him?" And I said, "how about giving me the accounts that he goes back to you". He said, "you've got a deal". And I kind of did that approach throughout the western part of the United States. So they gave me all the stuff that had been worked by four or five other law firms and or agencies.

MF: Wow, that's a big paradigm shift. You started thinking every account you had to collect. Can you imagine today if you put the same resource on every single account?

SL: Well, I even learned early and that wasn't going to happen, but that was the mentality, I don't know why you can't collect on every account.

MF: Yes, yes, that's pretty tough. And did you put the collection through a legal process, or did you first have a letter or the phone call?

SL: That's a great question. So early on, law firms did what law firms do, which is sue people. And most law firms at that point in time, did not have collectors and if they did, they didn't have large floors of collectors. So, initially when we started doing it, we just sued people and people would call and say why didn't you call me? Well, we didn't know, and they said, "well you should call me". And so I thought, let's hire some people that'll start calling them and tell them we're going to sue them if they don't pay us. And so that started, and we were successful with that and I really felt that a law firm would be more ethical than an agency and would do a better job and they we're kind of the final buck, right. They could call and send letters, but they could also sue. So, the buck stops here. But I really felt lawyers would be more ethical than agencies because they had their law license to keep. So, that was kind of the impetus for creating lawyers doing phone collections with the ability to sue and it worked very well for GMAC.

MF: So, you thought through the legal process. You are actually upgrading the collection experience because it was more ethical, more professional than your observation of how collection agencies worked, is that right?

SL: Yes, I think so. And then, collection agencies though, were more business-oriented, so they had automation sophistication around high volume collections, were law firms were, open a file, go through the process, file a lawsuit get a judgment and most lawyers even today, get a judgment throw it on the back burner. I thought let's work them; let's try to collect it. And that was the impetus for trying to collect on every account.

MF: What drove you initially to start your own business? Did it just sort of just happen or did you have a vision?

SL: Through working with my dad, I really thought that I could scale this nationally and he didn't really want to do it and I just thought there's a good business here we can grow. There's a lot of business, and there's a lot of attorneys that I could turn in to do what we did, and that was kind of the beginning of Collect America. I thought if I could create a company that would go get the business and manage the accounts and have entrepreneurial attorneys that I can farm the accounts out electronically, I can manage them based upon performance, that would be a better vehicle.

MF: Okay, and so is that why you wanted to try franchising initially?

SL: Yes, initially I wanted to build a brand. Some people would be proud of Collector America and working for a company that had a known brand. And then ultimately, the creditors started to see that and the banks that we would buy from appreciated that and they were dedicated to us. So, they couldn't work anybody else's business, and so we kind of control them in that respect, and we were able to grow it. So, we ended up with about 30 franchises, and over 130 to 140 local counsel firms around the country.

MF: And so, by definition, did each franchisee put in their own equity and did you give them the

system or what did you bring ad the integrator?

SL: So, we would bring them the systems and then the business. So, that was sort of the deal and we didn't guarantee them any business because if they didn't perform, obviously. But they were all entrepreneurs, so they had their own business and I think that's what got us such great success.

MF: So as by definition then, they're all owners and you didn't have to worry about managing performance too much because it managed itself. Is that fair, is that too simplistic view of the franchise?

SL: That was an ideal perspective. obviously the 80/20 rule applies. So, initially had we really had to vet better because we got some of the attorneys that weren't as hard working as some of the others. So then we set up competition within the states.

MF: What were some of the obstacles to growing that franchise network you encountered?

SL: Oh my gosh, the one that's kind of the funniest is I was the only law firm in the franchise network, and we really had one client, so I go try to sell a franchise to somebody in LA. So, you're a national network of attorneys? Yes, pretty much, and they would say but how many do you have? And I said well just me, but if you come on, we'll have two and then I can go get some more business. And I had the same problem with the credit grabbers. They'd say your national network, yes, where do you have it? Just in Denver? So, it was the chicken or the egg. For about four years, I couldn't sell one and it was really hard to buy paper or get clients.

MF: So, was it your own capital that you used to start up Collect America?

SL: Yes, it was, and we didn't really have any capital. So, I remember making payroll on a credit card and not getting paid for two or three years, and my wife looking at me and saying how long is this going to go on? But she's great and supportive, and we're still doing that today.

MF: So, it was primarily collections at first, you got into debt buying later?

SL: Yes, a little bit later.

MF: So, did you have a lot of sleepless nights during this initial start-up phase?

SL: Absolutely, started in '94 and didn't make money until 2000, so I had six years of losing money where I was a failure every day, and it wasn't working. I had six years of days to quit, and I speak a lot to kids, and I think if you have a good business plan and you know it should work, you're just trying to figure out how to get there then you just don't quit. I didn't ever think I was going to quit. I just knew that maybe I wasn't quite there, I hadn't figured it out. You're always adjusting, you're trying to do it a little different, okay that didn't work let me try something else. And so, I was a six-year failure and you have every day for six years do you quit? It never dawned on me, I had people say how much longer are you going to do this? It was kind of like, gosh I had never thought about that this is what I do, I'll figure it out, but I am persistent.

MF: So, success can always be around the corner, you just can't see it.

SL: Well, we talked a little bit the other day about success, not being linear so it's not a direct trade-off, so you can do 90% of the work and still have zero or five or 10% of the success then suddenly it trips.

MF: That's a great quote, Scott, that you gave me that work and the outcome are not linear.

SL: Yes and usually, it catches up really quick, right? You do a lot of work. It's the 10,000 hours rule you practice, practice and suddenly you're an overnight sensation.

MF: So of course, the opposite is also true, that not working is also linear. So, you still have to do the hard work, your point is it's never guaranteed. But you didn't stop you had that grit and that perseverance to get through all that. So, why did you abandon the Collect America franchise model because at one point, you changed, right?

SL: Yes, so I did a partial sale of the company in '06 and '08 and '09 in pre-recession, we doubled the value of the company between '06 and '08.

MF: By the way who did you sell it to?

SL: The private equity partner, was KRG Capital and actually, I went to school with one the principals, they held an auction and they were successful, but I knew the principals. Great, great Denver based firm. So then in '08 we were getting ready to do an IPO at about a 3x multiple of what we sold the company for two years ago and 30 days later, the financial crisis hit so, that didn't happen.

MF: So how did you deal with that? That was I guess our most major recession since the depression. Now sometimes that could be good for collections depending how you look at it or very bad.

SL: So, we triggered every financial covenant that we had obviously, and we had collections over 90 days drop in half.

MF: When you say covenants were on the equity side or also on the debt that you had leveraged?

SL: Just on the debt. Our equity partners were great, so as we were flying around the country to meet all the banks, I remember going into a beautiful of five or six story building with a hedge fund and the building was empty and it was a \$16 billion hedge fund that had \$10 billion and redemption in the last six months. So, it's like five guys in the building, and we sat across a table that's 10 feet wide and I give my hour and a half speech about how I'm going to turn this around and we're going to fix it and again. I got the other son, he goes you are going to write a check to me before you leave.

MF: Did you?

SL: No, and they ended up agreeing and we refinanced the company and it started rolling again.

MF: But did you lose control then?

SL: No, it was still with KRG and we just kind of restructured the debt at that point. So that's early '09 to mid '09 and we decided, actually then at that point we really wanted to grow it, we figured that the market would be right, and I thought, I'm a little Denver guy I want to go get a professional somebody that's a professional CEO. And we went and hired a gentleman and we felt was a professional, and so he ran the company starting in '09. I resigned as president and CEO, and he ran the company and then he decided to re-brand the company.

MF: So that was his decision not yours from Collect America to SquareTwo. So, what was behind the name change?

SL: I think he wanted a more marketable brand. He spent a lot of money on marketing that I spent zero money on, and he really felt we needed a presence to the banks and to our sellers, and he felt that we were not in the collection business. We're in the debt buying business and we weren't just in America. We had the largest debt collection buying firm in Canada as well. So, he felt it didn't match. I think that's a fair comment, so he branded it SquareTwo Financial.

MF: So that didn't necessarily reflect a giant change in direction, it was more marketing?

SL: Yes, more marketing and then he obviously spent a lot of money on branding and the awareness to the public, but the direction stayed the same. I mean, we branched out into some other verticals.

MF: So, at that point you were pretty much aligned and you were on the board and you were aligned with the new CEO?

SL: Yes, again, whenever you hire somebody as an owner and a founder, it's tough. And so, did I want to change the name? No, but he was the new CEO and I had to step back, and I didn't want to micro-manage the CEO. And again part of this was, I want to go get a professional. Well, he's coming in doing some things... So, I don't know we were aligned, but I was allowing him to exercise the control that we had wanted.

MF: And how many employees did you have at that point?

SL: Probably 125.

MF: 125 and the revenue was?

SL: Well, in '08 the revenue was just under \$600 million and EBITDA is over \$100 million with 125 employees.

MF: Wow, that's incredible and how much of that was debt buying versus collection?

SL: It was all debt buying at that point.

MF: Now, you start out just with collections and then you migrated into debt buying.

SL: So, we're collecting \$50 million a month.

MF: And how much were you buying a year on average?

SL: That's going back, we'd buy several billion every quarter of face. We were spending \$2, \$3, \$4 hundred million a year depending on the year, maybe \$20, \$30-40, million a month.

MF: And did you have a process in place of underwriting that was unique to SquareTwo?

SL: We felt we did, we had a good database, I've been very fortunate and worked with some brilliant people and I try to stay out of their way and let them do their jobs. So yes, I think we had good underwriting. We had solid returns and we had a good database that would allow us to model and the scoring was coming out and we used a lot of different variables and we created our own scoring models that worked very well.

MF: And was there still a process, even with you on the board, where you could have some oversight then to the investments or how did you try to manage to that transition? While you want to let the CEO do his job, but at the same time you still have a lot of equity in the company because you only sold part of it in 2009, right?

SL: In '06, I sold a small piece of it and yes, so as other than the private equity firm, I was the second largest shareholder. My title was special advisor to the President and CEO; so I was his assistant. But basically, I was in purchasing committees, I was down the hall from him and he listened to me and he would get advice for probably six months and then it kind of veered away. And then you started to see a different span of control.

MF: But at times, did you really want to intervene when you saw maybe some investments in portfolios that you didn't agree with?

SL: It was less about that and it was more about out-of-control spending operationally and salaries... Just you name it, they saw a need to have one and I think also we overpaid partners to collect. Probably if the market is 20%, 21%, we were paying them 35% of every dollar collected and they said, "we're not a little buying company anymore. We're making so much money," and I said, "Well it doesn't matter if we're making a lot of money we don't need to overpay".

MF: And you were outsourcing 100%, right?

SL: SquareTwo outsourced 100% out to the franchises.

MF: Same franchises as Collect America?

SL: Yes, so we would add some and their migration and we'd kick some out from time to time.

MF: So, the franchise dishes were making good money at 35%.

SL: Yes, they were making good money at 20%-21% and yes, it's kind of ironic the franchises approached the company quite often and would say, "you don't need to pay us this, we're fine." So that's when I knew he had a problem and it just wasn't his money and he didn't act like it was his money, and I think he was a banker. So there was a lot of, "we're better than bill collectors" and it came across.

MF: What I'm hearing, Scott, is that what's interesting is when you first started out and you had six years of no income, no personal income and you were so confident though that you were still going to succeed. I mean, you weren't really worried you just said it's going to take longer, is that right?

SL: In hindsight, it might have been stupidity, but I'm persistent.

MF: Well-intentioned stupidity. So, persistence and probably some sleepless nights, but you knew in the end you were going to succeed. And so, what's interesting is now to go back to 2009, '10, '11 and were there moments now where you were worried you mean you were starting to see bad things. Were you worried then that your company, your baby was going to fail?

SL: Yes, I think I knew in 2012, early 2013, that if we didn't drastically change course, we weren't going to make it.

MF: And drastically changed course meant the collection service fees you were paying, but what else was it, something strategic or in the management of the organization?

SL: So, to kind of put it in perspective, we go from spending \$20-\$30-\$40 million a month with 300 people, to spending \$5 million a month with 280 people. So, the head count was way inflated and bloated, and again, very good talented people, but there was a failure to reduce the size of the company, given the market.

MF: Or maybe you got more conservative in your underwriting or maybe prices were rising, and so SquareTwo decided maybe we better not be paying these prices.

SL: And we did back away from the market, but again as our revenues were declining and our head count of people and that was painfully obvious across the board really starting in about 2013 so a year after that because it just wasn't changing. It was horribly painful and so for me, it was more, What do I do as a founder and as a major shareholder and as a board of director? And I've taken grief from some people that say, "why didn't you leave?" And I thought about that, I thought about having a stand up on the table moment in a board room. This is crazy, we've got to do something faster. I'd voiced my opinion in the board room and there were nine people in there and they disagreed with me, and I thought sometimes maybe I was wrong hat I'm not the smartest guy in the room there's a lot of smart people sitting around the table and they're telling me that I need to relax and it'll work out.

MF: But it didn't, and so it was in early 2017 when they filed for bankruptcy and that's when, Resurgent bought it for \$250 million and I guess four-five years before that, it was probably worth how much at its peak?

SL: Well, we had gotten an offer in 2011 for \$800 million.

MF: Oh wow, so drop from \$800 million to \$250 and in a bankruptcy. So, were you interested in buying back your baby?

SL: I did, I was one of the bidders at the end.

MF: But you didn't want to pay as much as Resurgent?

SL: That's not true, I just think Resurgent was there and ready to write the check, and we needed a little bit more time and they were able to execute quicker than I was. And part of my dilemma in re-purchasing it was I was going to have to do what Resurgent did, which was really effectively gut the company. I would have kept 30 or 40 people, but I didn't know if the banks would buy from us because they were going to wash it out of bankruptcy, irrespective of who bought it and I was worried that the banks would walk away from us or say come visit us in three years when you're, when we know you're going to be around.

MF: Wow, that must have been so hard for you to try to back your company and then you couldn't.

SL: Well, at that point we probably had 180, 200 people, but these are people that I've been with the company for 20 years.

MF: So, it was also personally painful, not just professionally and your pride, but personally to see people that you probably had worked with in the past lose their job.

SL: Especially when it didn't have to happen. Yes, yes, it's very sad because it was a great company, lots of great people. People are all over the industry today are doing a great job for other businesses, and it's happy for me to see them move on and be in great roles. But it still tough because it didn't have to happen.

MF: So, fast forward to 2018, you acquired Galaxy, the debt buyer and master servicer. I can't resist the pun, but are you going from square two to square one now? I just couldn't resist, sorry.

SL: That's a little touchy, but I actually liked the humor so, it's good.

MF: And you don't need the money so you're not doing this for the transaction, because you still did really well with your first sale. Maybe not as well as you wanted, but still very successful and so why are you going back for more punishment?

SL: So, it's more than a transaction your slogan is absolutely correct, and I love to see I probably have an ability to see where I want to go and describe that or explain it to people who will then believe in the process. And so, it's allowed me and the company to hire really, really great people, and I try to get out of their way and let them execute. So, I try to explain the vision and obviously if they're joining us, they believe in it, and that's how we grew Collect America to the size that we did was just fantastic, people that really believed in it, and creating culture. And so really, this square one, a re-do or encore is just a way to gather again, great people and work with some fun people. And I love the business; I think the business is fun. There are so many levers to pull; I love the compliance models.

MF: Really? It's so much more difficult now that there are so many more barriers to entry with compliance being what it is. Why do you love that?

SL: Because in the early days I used to joke that if you had the keys to the office, you made a lot of money. So, if you just show up, you made money that there was enough margin in it back then. So now as the business is matured you've got to be serious about the business, you've got to always stay focused on it, and the barriers to entry are much higher, so you don't get people. Let's just say

geez what about the step buying I heard it's great and they come in and make some money and they compete with you. And now the barriers to entry are high, you have to have compliance management systems that are robust. And I think that's fine, I think that's great.

MF: But it takes now so much longer doesn't it, to bring them to be on-boarded by one of the major banks and to be able to either collect or buy from them?

SL: It does, but then again, because it does take longer that if you're doing what you say you're doing and you are compliant and you can perform inside of a band and a pay that debt back and make money, they're not going to leave you.

MF: You said people are the most important decisions or part of building a business, how do you hire people and how have you developed an organizational vision for your new company?

SL: That's a great question. I partnered with some great people, Greg Egerson and Bill Stern and these guys are just geniuses and built a very successful collection law firm that's in 25 states and just fantastic individuals. And so, I think we all have the same thinking of we want to build a great company on the debt buying side that allows us to continue and execute at a high level.

MF: So, you must have shared vision or shared values or shared goals?

SL: Exactly, all of those. And also, on how we think about business and people, and for me, culture is really important and you've got to have people that want to work there. They're excited about growing and they believe in your vision, and Greg and Bill epitomize that. They work very hard, and they wanted to write, and they have a lot of clients that give them their business.

MF: And how do you build culture in your new company?

SL: I think it's simple and it's hard. The things you learned in elementary school how to play well with others in the sand box. You've got to genuinely like people, you've got to genuinely respect people, you've got to have people believe in your vision and believe in you, and then they'll push you. Because they're carrying us, I don't do anything. They make sure that we get there as an organization, and so if they believe in that vision in the people, they'll pick you up and walk you through there. So, culture is respecting people, it's the golden rule, it's treating people as you would want to be treated but genuinely. It's so easy to say it, but you've got to believe it and feel it and then do things for people.

MF: So, what will be different about how Scott Lowery, the CEO of the new company, operates? By the way, are you still keeping the Galaxy name, or is it going to be called something different?

SL: We're keeping the Galaxy name. Obviously, we would have to re-letter a lot of accounts if we change the name.

MF: So, will you keep the same management style you had when you built Collect America and SquareTwo?

SL: Yes, I think so. It's obviously a formalized org chart, but everybody's got their function and I respect those functions and I think I'm more strategic and visionary and as the older man in the

room, I've been there and done that a little bit and I get that respect from the team for that. Which again, younger guys, with more energy can do certain things and the older guy with maybe a little bit more marks on his back, is able to help them understand more long term and give them perspective.

MF: So, your decision-making management style property won't change from what you started out with initially?

SL: Not at all. I can tell you I'll no longer want to have a professional run of the company; as a third party I will not encourage that. I think when you really care that's really what you've got to do, you've got to want to watch things, and care and in in your hands and you take care of it.

MF: And right now, the equity I guess is it all yours?

SL: No, so I have partners and we have some outside investors and it's closely held.

MF: And you leverage your equity as you did before. And competitive advantage in your new company, what would be your kind of vision or strategy to separate you from the pack?

SL: So, several things I think, again, creating that culture, creating a little bit different mindset in the business. I'm a believer that every day, you've got to come and do it better, no matter whether it's compliance, performance people, underwriting, cost control; you're always pushing every area that matters. But I'm not afraid to spend money to make money and I think that's important. You don't want to lose sight of where you're trying to get to, so you become so frugal that you don't move. But I think we have an ability to collect and we want to use that ability and leverage that ability so we can control our cost, control the collection side of it and then really leverage the great talent that we have in the company.

MF: And the headquarters will still be in Denver, but you'll have a location in Atlanta?

SL: So, Galaxy is in Atlanta and Denver is principally a call center for the law firm and then I go back and forth between and we'll keep the same systems. They're working well and there's a ton of inventory on them and I think at this point, it would be disruptive.

MF: And can you share your financial goals for the new company?

SL: Yes, I think the market again, is where it was 15 years ago, I think it's tremendous. Again, it's harder to compete today, but the people that are in it so you've got more bandwidth for scale, so you don't have a whole bunch of people. You don't have 500 debt buyers you've got some number less than that. I think they are only going to go to a handful of people and if charge-offs are increasing, which they are, and the selling of debt, I think the banks are going to start not maybe going there 100%, but I think more banks will sell at least a part of their inventory and if any of the big banks come back, that haven't, I think that'll moderate prices a little bit. So, I'm super excited about where the market is today. Okay, given again, if you're in, you're in and you've got good systems. I wouldn't want to be on the outside looking in. I think if you're in, then the markets are unbelievable and I want to grow Galaxy into a very large company.

MF: So, similar to what SquareTwo was on the revenues and so you would go after similar asset

classes to get large credit card portfolios or will you pursue more niche purchases?

SL: So, I think both. We want to be nimble and be able to go where or where the sellers are.

MF: So then, ultimately, you'll be competing with the publicly traded companies, PRA and Encore.

SL: I don't really wanna to that. I think there's enough market out there for us to not compete for a long time, we wanna consciously not compete head-to-head with them. I think there's a lot of business able to be obtained and again, if you look at a lot of the debt buyers, I think they've got their corner of the market and they're happy and they're not, they're not at risk in terms of they don't wanna grow. I fail a lot, 'because I push a lot and so I wanna grow this business, and I think in order to grow it, you've got a push and but do it temperately and with thought, but not be happy with my little corner of the world. I think we can right grow into a meaningful company.

MF: So, wrapping it up for our listeners I've got two more questions for you, what are the lessons learned if you could summarize the last few decades of this very colorful bit of a rollercoaster career you've had in debt buying and you're about to do it again. How would you summarize the good and the bad? What lessons learned in our listeners gained from you?

SL: Well, I think when you look at it there's several things, there's business lessons in life lessons and then just human lessons and I think you parse those down, and business you focus on what matters and people know what those things are. Revenue, expenses doing a good job focusing on your people, and I just listed three things like you check the boxes, but you really have to do that. So, you have to do it day in and day out with consistent focus. On the people side it's just trying to hire the best people, and again, hiring people that are better than you. That's easy for me to do, but I think you have to just constantly look for great people that believe in your vision right and I and then, just on the market and you just gotta stay focused and work with where you're at, and I think part of it is not get sidetracked into what you want but be aware of your environment and what you're able to do and then operate within that so sometimes you don't get to do what you wanna do because the market won't give you that. But again, the golden rule, I think the life lessons are simple, there's nothing complex about them. We all wanna be treated fairly, we all wanna be given an opportunity, and we all wanna be a part of success.

MF: And then, I guess, quoting you, again, remember that the relationship between work and outcome is not linear. Meaning it's not guaranteed just because you work hard that's not enough. So, you gotta be at the right place, the right time and then work really, really hard and get a lot of luck and not give up. And you did not give up for those six years.

SL: And even in the last five years, when SquareTwo was having its difficulty I stayed there and again I would have been better off personally if I'd left.

MF: But you couldn't leave your baby there. So, you still got a very long runway with your new company, but some day decades from now, how would you like your obituary written and what would you like to be remembered for?

SL: Oh gosh, my family is so important to me and I've got an awesome wife again when you don't get paid for many years and even recently when, you don't get paid for many years, and she puts up with that. And I travel a lot and she was fine with all that, great kids who work for us and so that's

probably number one is my family and my faith and a lover of people. And wanted to do good and wanna give back. Somebody who did that who gave of his time, and I think I wanna make sure that I treated the people that I came into contact with fairly and helped them in some way with a life lesson or a suggestion or just a pat on the back and an encouragement. Which doesn't read well on a rock.

MF: Yeah, the begs another question, what would you want on the rock? He went from square two to square one? No, he did an Encore. Even better than maybe the original. Well, Scott thank you for this fascinating interview and sharing these incredible stories with us, this afternoon here at the RMA conference, in Las Vegas. Some day you really should write about all this. You've had such an exciting journey and track record that clearly is not finished, so I can't wait to see the sequel and so we're looking forward to watching you in the years ahead and tracking your new company, your new team and the new success that I know is awaiting you. You thank you very much.

SL: Thank you it was an honor to be with you.

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