

MCAA 25



Lessons Learned, Legacies Earned: A Family Business Saga Jim McCarl & Foster McCarl

Monday, March 3rd
1:30 p.m. – 3:00 p.m.

Please let us know what you thought of this session



SEMINAR HANDOUTS SPONSORED BY:



MCAA²⁵

Lessons Learned, Legacies Earned: A Family Business Saga



Jim McCarl



Foster McCarl

LESSONS LEARNED, LEGACIES EARNED: A FAMILY BUSINESS SAGA



The McCarl Group
Building Sustainable Success

**WHO ARE WE AND
WHY ARE WE DOING THIS?**



WHO ARE YOU?

- How many of you here are family members in a Family-owned business?
- How many of you are 1st Gen?
 - 2nd Gen?
 - 3rd Gen?
 - 4th Gen +?
 - “Outlaws”?
 - Non-family members
- Is anyone here thinking about or planning a Family-owned business?



THE HISTORY OF McCARL'S



McCARL AND QUEEN

1946

Announcing the Opening, Tuesday, April 9th



M^CCARL AND QUEEN PLUMBING and HEATING

713 Fourteenth Street Phone 3355 Beaver Falls, Penna.

TEMPORARY LOCATIONS — 1200 HUNTING LANE LEBANON AND HUNTER STREET BECON
FOR EVENING APPOINTMENTS TELEPHONE BEAVER FALLS 1906 OR 2307

OWNED AND OPERATED BY TWO EX-G. I.'s



Tracy
LINE ARE BACK
in Marketable Condition



FORSTER MC CARL, JR.
OWNER, BEAVER FALLS, PENN.

OUR POLICY

It is with a feeling of satisfaction that we offer to the public of the Beaver Valley a service that we feel certain every home owner needs. Every department will be under an experienced, competent man and he will be made at all times to give you the benefit of his experience in his own line. All the various services are under the direct supervision of Mr. Forster McCarl who has had over a quarter of a century of experience in the field of heating, ventilation, plumbing and home improvements.

Feel free to telephone or call at our store any time for information on any of our products. Soon we will be on Seventh Avenue at a prominent location, but until then our present location will do. Experience gained in serving Uncle Sam will be put to practical use in all our customers.

MC CARL and QUEEN

OUR FACTORY ENGINEER WILL BE IN THE STORE TUESDAY

GAS CONVERSION
BURNERS

WE INSTALL THEM

COMPLETE
BATHROOM SETS

WATER PUMPS

We have a complete line and Expert Plumber
Mechanics to install them

IF WE DO NOT HAVE ANY
ITEM IN STOCK WE WILL
ENDEAVOR TO LOCATE
IT FOR YOU



PROPRIETARY MULTIBLAST BLOWER — MAGARA AND BERRY FURNACE



VETERANS!

We will be more than pleased to help you
and your family. We have all
the latest equipment. The advantages of
experience.

NAME _____
STREET _____
CITY _____ STATE _____
Countryman I am interested in _____
Will you send me information about
this service?

GET OUR PRICES and LOW TERMS! — No Down Payment! — 36 Months to Pay!

HARD-TO-GET ITEMS IN STOCK

- | | | | |
|----------------------------|-------------------------|---------------------------|-----------------------------|
| Copper Brass Fittings | Cable for Water Heaters | Gas Conversion Burners | Naibick Installation Siding |
| Automatic Hot Water Tanks | Steel Steel Cabinets | Gas Furnace Controls | Laundry Tubs |
| 30 & 40 Gallon Galv. Tanks | Hot Water Boilers | Warm Air Heaters | Deep Freezers |
| Double Coil Heaters | Bathroom Sets | Combination Steam Boilers | Refrigerators |

We have the largest selection of kitchen
ware in the Valley. If you don't have time
we will have it made to measure.

All Sizes of Nipples and Fittings
Steel and Cast Iron Fittings

G. & B. Radiator Hot Water and Steam
Pumps for Water
We also have Radiator and Water
All Fittings

SEE US FOR

Nothing as complete as this service
We will install it or we will have it
made to order.

Now ready to be installed with
electric, gas, oil, or coal.

We are the only place in the Valley
that has a complete line of kitchen
ware. We have it all in stock and
we will have it made to measure.

Watch Our Daily Advertisements In The News Tribune for the News in Plumbing and Heating





1947-1978

GRAND Opening

TOMORROW in NEW LOCATION

McCARL'S

Modern New Plumbing
and Heating Store

1502 Seventh Avenue — Beaver Falls — Phone 3355

McCarl's cordially invites their old customers, and prospective new ones, to visit their modern new quarters tomorrow and suggest that many new items in dependable plumbing and heating equipment. Everything's new, including the location!

EXTRA! OPENING SPECIAL!

Recessed
Medicine
Cabinets

a Real "Buy" at

\$9.75



See The New

"IN-SINK-ERATOR"

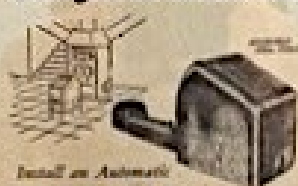
Kitchen Food Waste Unit

\$99.35

Now on display at McCarl's

FOR COMFORT and HEALTH...

Burn Coal the Modern Way



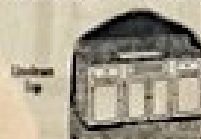
Install an Automatic
DELCO-HEAT COAL STOKER

(LOWER FUEL BILLS...)
(EVEN HEAT ALL WINTER)

...Remember that there are two big reasons why you should install a Delco-Heat coal stoker. First, it saves you money by burning less coal. Second, it gives you comfort by keeping your home warm all winter long. A Delco-Heat coal stoker is a modern, automatic device that burns coal as fast as it is needed. It has no moving parts, so it is quiet and reliable. It is also easy to install and maintain. If you want to save money and keep your home warm all winter, install a Delco-Heat coal stoker today!



KITCHEN SINKS



\$72

Low Voltage

\$95



RELAX
on DELCO-HEAT

...Remember that there are two big reasons why you should install a Delco-Heat coal stoker. First, it saves you money by burning less coal. Second, it gives you comfort by keeping your home warm all winter long. A Delco-Heat coal stoker is a modern, automatic device that burns coal as fast as it is needed. It has no moving parts, so it is quiet and reliable. It is also easy to install and maintain. If you want to save money and keep your home warm all winter, install a Delco-Heat coal stoker today!



Now on display at McCarl's

Congratulations

- To -

McCARL'S

ON TOMORROW'S OPENING IN THEIR NEW LOCATION

Manufacturers Supply Co.

14 Adams Avenue, Thompsons, Ohio



General
Heating

and Roofing Supplies

Congratulations

- To -

McCARL'S

ON TOMORROW'S OPENING IN THEIR NEW LOCATION

Banner Repair Parts Co.

101 E. Seventh Avenue, Thompsons, Ohio



MONCRIEF
GAS and COAL
FURNACES

FORNARD REPAIRS — ANY PART, ANY MAKE
HEATING and ROOFING SUPPLIES

Congratulations

- To -

McCARL'S

ON TOMORROW'S OPENING IN THEIR NEW LOCATION

PROIE BROTHERS

101 West Ninth Avenue, Westport, N.Y.



General
Heating
and
Roofing
Supplies

GROWING WITH BEAVER COUNTY

McCARL'S
PLUMBING & HEATING

1502 Seventh Avenue — Beaver Falls — Phone 3355 — 1946

1946

We are comparatively young in the plumbing and heating contracting business in Beaver County, but in the short time of six years we have grown to be the largest plumbing and heating contractors of heating projects and other large structures—more than any Beaver County contractor. If you're in Beaver Falls for any service, we are ready and waiting.

McCARL'S

PLUMBING **McCARL'S** HEATING



McCARL'S
PLUMBING & HEATING

1502 Seventh Avenue — Beaver Falls — Phone 3355 — 1952

1952

Plumbing or Heating

We never have large or have small the factory building or heating project, or an individual home, we are glad to give you a full service in heating and plumbing. In six short years we have grown to be Beaver County's largest contractors in our field. Call us when you need a bid or when your Blue Prints are in.

McCARL'S



THE NEW GENERAL CONTRACTOR



BEAVER COUNTY IS GROWING UP AND FAST



BEAVER COUNTY IS GROWING UP AND FAST



ONE OF THE MANY NEW BUILDINGS BEING CONSTRUCTED



ONE OF THE MANY NEW BUILDINGS BEING CONSTRUCTED

SERVICE IS OUR MOTTO



BEAVER COUNTY IS GROWING UP AND FAST



BEAVER COUNTY IS GROWING UP AND FAST



BEAVER COUNTY IS GROWING UP AND FAST

FRIDAY
9 A.M. 'TIL 8 P.M.

SATURDAY
9 A.M. 'TIL 5 P.M.

GRAND OPENING M^CCARL'S

IN OUR NEW OFFICE AND DISPLAY ROOM



PLUMBING and HEATING CO.

1413 Ninth Avenue

Phone 3355-5990 Beaver Falls

We Wish To Express Our Thanks To You—

Our Customers, for making our great progress in the plumbing, heating and air conditioning fields possible. Our large, modern headquarters will permit us to serve you better in the future.

The Suppliers, who throughout the years have given us the prompt service so necessary in enabling us to give complete customer satisfaction.

The Employees of McCarl's Plumbing & Heating, who have made our progress possible through their unflinching service.

The Local Unions, for their cooperation and assistance.

Gratefully Yours,
FOSTER McCARL, JR.
President



BE ON HAND FOR THE BIG
PRIZES AND GIFTS FOR MOM
DAD AND THE KIDDIES
DOOR PRIZES TO BE

1413 Ninth Avenue, Beaver Falls, Pa.

Awarded To Those Attending Our
GRAND OPENING

Come In And Join In The Fun

Win A World Famous Carrier Room Air Conditioner

"Made by the Famous 'White House' Air Conditioning Unit"

A 34-inch Modern Kitchen Sink and Cabinet

A 30-Gallon Automatic Gas Water Heater

As Satisfactory Free with the Opening of McCarl's

NOTE: WINNERS MAY NOT CASH PRIZES UNTIL 1945

As Celebration Of Our Grand Opening

FRIDAY 9 A.M. 'TIL 8 P.M.
SATURDAY 9 A.M. 'TIL 5 P.M.



Foster McCarl, Jr.

McCARL'S PLUMBING AND HEATING CONTRACTORS

"Performing All Phases Of The Business"



We At McCarl's Are Pleased and Proud to Have Served the Establishments and Persons Listed Below

STANDARD 1936 — GENEVA COLLEGE — HERRINGTOWN — MOORE COMPANY — ROCHESTER HOSPITAL — PROVIDENCE HOSPITAL — JEWELL MEMORIAL CONValescent HOME



INDUSTRIAL

STANDARD 1936 — This is the first plant of the new plant located between Beaver City and Beaver Falls. We at McCarl's did the complete plumbing.



COMMERCIAL

GENEVA COLLEGE GENERAL HOSPITAL — Located in New England. The new addition completed in 1936, with profits to the service rendered upon the grounds of the Beaver Falls.



INDUSTRIAL

STANDARD 1936 — This is the first plant of the new plant located between Beaver City and Beaver Falls. We at McCarl's did the complete plumbing.



COMMERCIAL

GENEVA COLLEGE GENERAL HOSPITAL — Located in New England. The new addition completed in 1936, with profits to the service rendered upon the grounds of the Beaver Falls.

PLUMBING

McCARL'S

HEATING

1413 Ninth Avenue

Phones B. F. 3355-5990

Beaver Falls, Pa.



A photograph of four men standing together in a barn, smiling. They are all wearing suits. The man on the far left has a beard and is wearing a dark suit with a blue and white checkered tie. The second man from the left has white hair and is wearing a dark suit with an orange tie. The third man has grey hair and is wearing a grey suit with a blue and white patterned tie. The man on the far right has white hair, a beard, and glasses, and is wearing a grey suit with a light blue shirt. The background is a wooden barn interior with a corrugated metal roof.

THE McCARL BOYS

THE ^{REAL} HISTORY OF McCARL'S



SECRETS

**“SUCCESS CONSISTS OF GOING FROM FAILURE TO
FAILURE WITHOUT LOSS OF ENTHUSIASM.”**

-WINSTON CHURCHILL

A blurred photograph of a classroom. In the foreground, there are rows of wooden desks and chairs. In the background, a large green chalkboard is visible, and to the left, there is a window with multiple panes. The overall lighting is soft and slightly dim, creating a quiet, empty atmosphere.

LESSONS LEARNED

A group of five business professionals, three men and two women, are standing in a modern office environment with large windows in the background. They are all smiling and dressed in professional attire. The man on the far left is wearing a dark suit, a light blue shirt, and a yellow patterned tie. The woman next to him is wearing a light-colored blouse and a tan blazer. The man in the center is older, with a grey beard, wearing a dark suit, a light blue shirt, and a blue patterned tie. The woman next to him is wearing a grey plaid blazer. The man on the far right is wearing a grey suit, a light blue shirt, and a blue tie. The text "UTILIZING PROFESSIONALS" is overlaid in a large, white, serif font across the lower half of the image.

UTILIZING PROFESSIONALS

ORGANIZATIONS & EDUCATION





BUSINESS TOOLS

The McCarl Way®

- Uncompromising Safety Commitment
- Honesty and Integrity
- Good Management
- Loyal Employees
- Providing Value for Dollar Spent
- Effective Job Management
- Consistent Service
- Commitment to Our Word
- Competitive Pricing
- Guaranteed Performance
- Direct "McCarl" Family Involvement



INDEPENDENT BOARD

BEST IN CLASS



The McCarl Group
Building Sustainable Success

TARGET MARKETING



A yellow sticky note is placed on a desk. In the background, there is a laptop and several documents with charts and graphs. The sticky note has the word 'MARGIN' followed by a large question mark.

MARGIN ?

MARGIN AGGRESSION

EFFICIENCY AND QUALITY



A welder wearing a full protective suit, including a helmet with a visor and gloves, is working on a large industrial pipe. Bright sparks are flying from the welding point, illuminating the scene. The background is dark and industrial, with some blurred lights.

PIPE FABRICATION

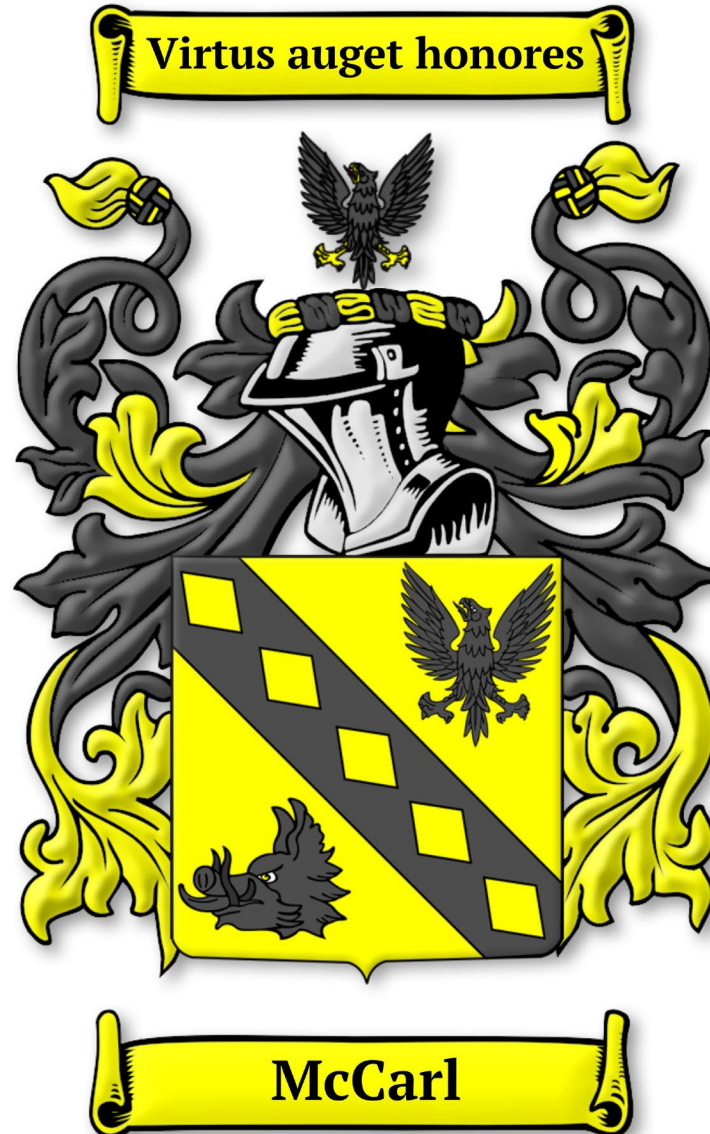
A construction worker wearing a yellow hard hat, safety glasses, and a high-visibility vest is seated at a desk, working on a large computer monitor. The monitor displays a 3D wireframe model of a building structure, likely a multi-story office building or industrial facility. The worker's hands are on a keyboard, and the background is a blurred industrial or construction site.

COMPUTER ESTIMATING

A person wearing a blue suit and a striped shirt is sitting at a wooden desk, writing with a pen on a document. The document contains various financial charts, including bar charts and pie charts. To the left of the person is a laptop with a keyboard. In the background, there is a calculator and a small notepad. The word "BUDGETS" is overlaid in white, serif, all-caps font in the center of the image.

BUDGETS

LEGACIES EARNED





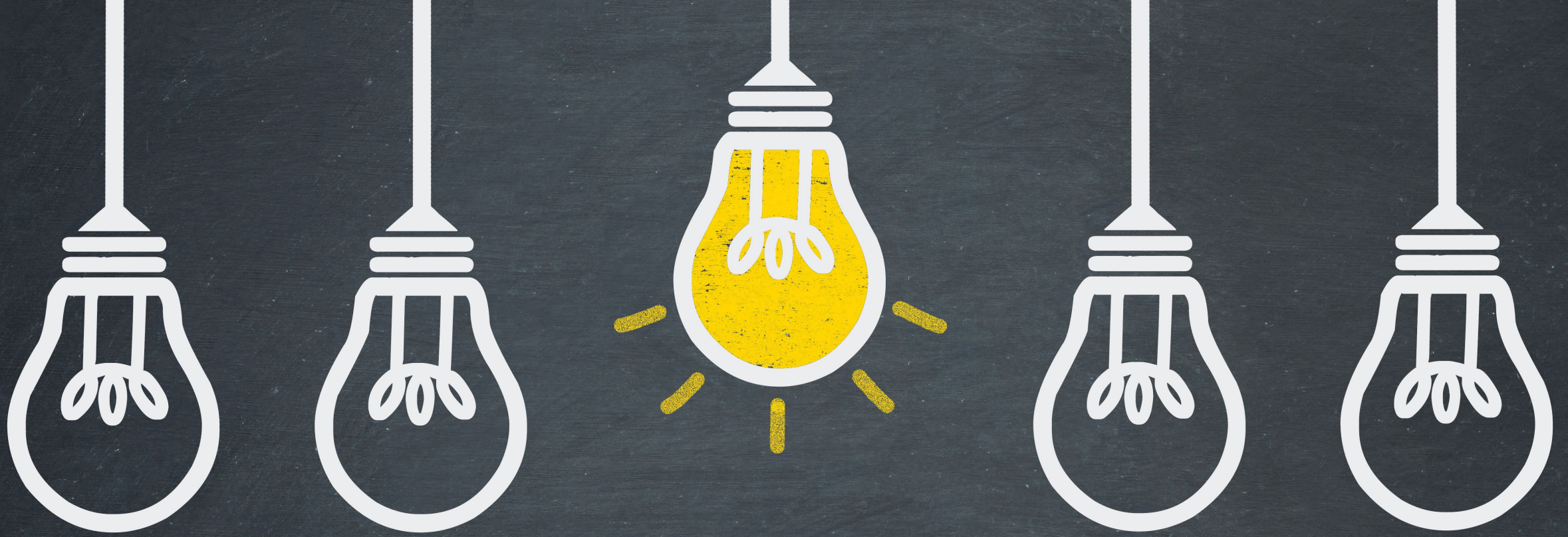
3rd GENERATION

A photograph of four men standing in a row inside a barn. They are all smiling and dressed in suits. The man on the far left has a beard and is wearing a dark suit with a blue and white checkered tie. The second man from the left has white hair and is wearing a dark suit with an orange tie. The third man has grey hair and is wearing a grey suit with a blue and white patterned tie. The man on the far right is older, has a white beard, and is wearing a grey suit with a light blue shirt. The background shows the wooden interior of a barn with a corrugated metal roof.

THE McCARL BOYS

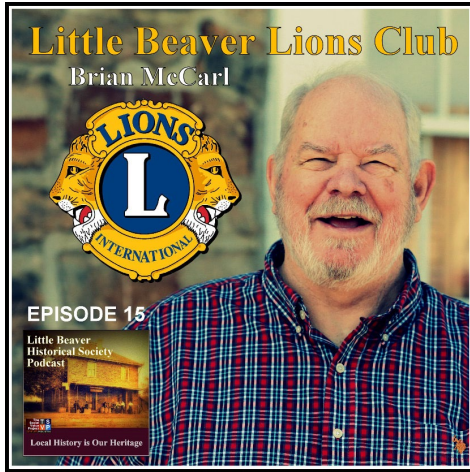
RULES AND EXPECTATIONS





SPINOFFS

SPIN-OFFS



SUCCESSION





Boomers

Gen X

4TH GENERATION

Millenials

Gen Z

PHILANTHROPY



An aerial photograph of a sprawling industrial complex, likely a refinery or chemical plant, during the golden hour of sunset. The facility is characterized by a dense network of pipes, walkways, and large storage tanks. Several tall smokestacks are visible, with thick plumes of white smoke rising into the hazy, orange-tinted sky. The foreground shows more intricate piping and structural elements, while the background reveals a vast landscape with some greenery and distant industrial structures. The overall atmosphere is one of intense industrial activity.

INDUSTRY



COMMUNITY

McCARL FAMILY FOUNDATION

A piece of orange paper is torn, revealing a light blue background. The words "NON PROFIT" are written in a black, typewriter-style font on the blue background. The torn edges of the orange paper are visible, and two rolled-up pieces of the same orange paper are positioned on either side of the torn section.

NON PROFIT

TAKEAWAYS

- The effects of family issues on the company's decisions and successes.
- Best practices regarding ownership, compensation, and family member engagement.
- The critical role outside facilitators and consultants have in the advancement of a business from “mom-and-pop” to an industry leader.
- How participation in peer groups and organizations such as the MCA play a major role in the company's evolution.
- The tools and processes implemented in the company that secure success. **WHAT ARE YOU WAITING FOR?**

THE McCARL ANALYSIS SCORECARD



Drawing from his background in a Mechanical Contracting family business and years of strategic advising, Jim will utilize this **one-hour strategy session** to help you pinpoint challenges and opportunities in your company and identify growth areas for you as a leader in your organization.

The McCarl Scorecard

The McCarl Scorecard				The McCarl Group		
Risk management is NOT a one-time event, but an ongoing part of enterprise management. Take a few minutes to assess your company's risk tolerance across key performance indicators.				PLANNED / MEASURED	SITUATIONAL / PERIODIC	RARELY CONSIDERED
HAZARD						
SAFETY						
• Our safety program is . . .						
• We have trained personnel dedicated safety & insurance						
• We conduct field safety audits for our projects						
EXPERIENCE						
• We have a written EMR management plan						
INSURANCE						
• We have an annual risk inspection by our carrier						
• We have an annual risk inspection by our carrier						
• We periodically quote out our insurance package						
OPERATIONAL						
• We involve Project Management in estimating						
• We involve Field Supervision in estimating						
• We utilize a scheduling software						
• We use short interval plans						
PROJECT MANAGEMENT						
• Project managers have access daily to financial information for their jobs						
FINANCIAL						
CASH FLOW						
• We have an established policy/procedure for billing						
• We have process for managing Aged Receivables						
• We actively manage Retention						
• We actively negotiate Payment Terms						
BANK / BOND						
• Interest Rates						
• We meet annually with our banker to review our results.						
• We meet annually with our bond company.						
MANAGEMENT						
• We produce timely financial reports for management						
• We have developed a dashboard for success						
• Someone is responsible and accountable for AR						

STRATEGIC				
PLANNING	• Mission – We have a written mission statement			
	• Strategic Plan – We have a plan that is updated annually			
	• Operations Plan – Budgets are written			
	• Business Development / Marketing Plan – Annual & written.			
GROWTH	• Project tracking / Bid list			
OWNERSHIP	• "Beer Truck" Plan			
	• Succession Plan			
	• Board of Directors			
PEOPLE	• Formal job descriptions			
	• Annual performance evaluations			
	• Development plans			
EDUCATION				
TRAINING	• We have a training budget for the company			
	• We have a training budget for each department			
	• We do in-house training at our company			
	• Performance Evaluations include career goals and how to reach them such as by training			
	• Employees are trained by computer or other company systems instead of on the job training			
	• We have an internal system to track employee training			
	• Employees receive incentives to go to additional training			
COMPANY INFORMATION				
COMPANY				
NAME				
TITLE				
ADDRESS				
SUITE				
CITY				
STATE				
ZIP				
PHONE				
EMAIL				
WEBSITE				
QUESTIONS				

**LESSONS LEARNED, LEGACIES EARNED:
A FAMILY BUSINESS SAGA**



The McCarl Group

Building Sustainable Success

www.themccargroup.com