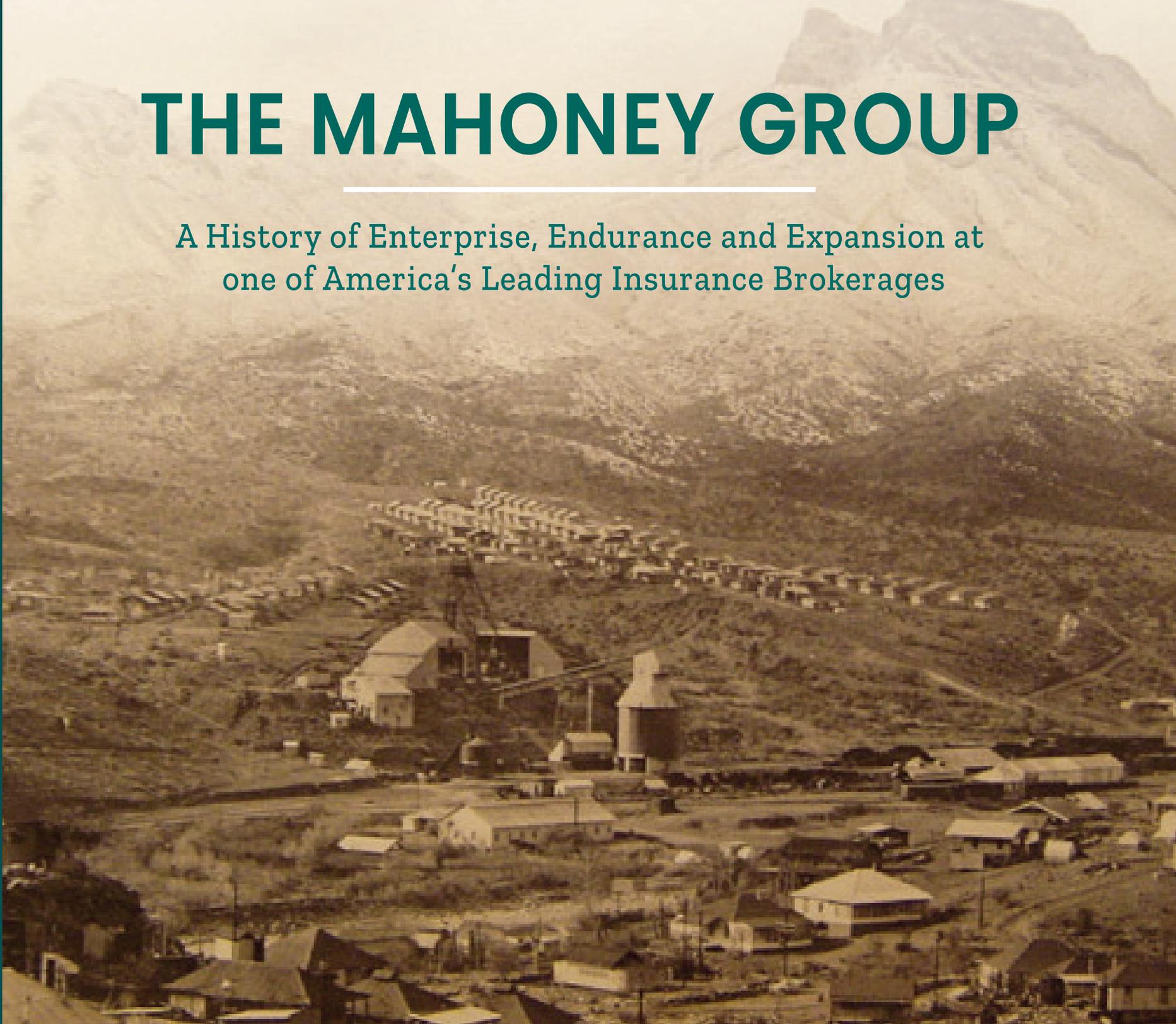


THE MAHONEY GROUP

A History of Enterprise, Endurance and Expansion at
one of America's Leading Insurance Brokerages





The Mahoney Group Board, left to right: Executive Vice President David Cumnard, CFO and board advisor Chip Shank, CEO Steve Goble, Treasurer/Secretary R. Brad Rucker, Executive Vice President Bob Rice

CONFIDENCE TO FACE WHATEVER LIES AHEAD.

That's what the team at The Mahoney Group hopes to impart to our clients with every interaction we have, every risk management tool or tip we share, and every insurance policy we recommend.

As you'll see in this account of our history, creating and nurturing and growing a company that was launched more than 100 years ago required a good deal of confidence and, dare I say, courage on our parts.

World wars, tragic, untimely deaths, economic downturns, moments where our own ambitions posed an existential threat. We've seen and experienced quite a lot over the many decades since this company was established in 1915 in a small mining town in central Arizona.

It took luck, grit and a team of incredibly talented and dedicated people to get here. The years have been good to us, no doubt. But the valleys have certainly been as pronounced as the peaks.

Reading through these pages you'll also learn The Mahoney Group could have long ago allowed itself to be acquired by one of the behemoths of our industry.

But that would have run counter to our way of thinking. Long ago, we adopted a perpetuation plan that puts our people first. We established an employee stock ownership plan that gives them equity in our enterprise, helping to give them, we believe, the confidence to face whatever lies ahead and peace of mind to build better tomorrows.

As with most such corporate histories, our account doesn't include the names of many members of our team who made so many invaluable contributions to our undertaking over the years. Rest assured, they were and remain as essential to who we are as ever. I thank them for all they have done.

Thank you, too, for your interest in The Mahoney Group. I hope you enjoy this short history of our journey.

Steve Goble,



Chairman, CEO and President
The Mahoney Group

About the cover: The Mahoney Group's history began in the mining town of Ray, Ariz., in 1915.

1915-1919

THE FIRST YEARS

Go West, young man.

That bit of advice influenced the course of U.S. history, of course, helping propel a wave of migration that saw millions of daring, pioneering, expansion-minded Americans do just that. Among them: a 20-year-old from Chicago who would start a business and build a life not far from the infamous OK Corral in a promising copper mining town in central Arizona.

John R. O'Donnell traveled some 1,700 miles from home to arrive in Ray, Ariz., in the spring of 1915. The war in Europe was raging but here, in the rugged, cactus-filled hills above the desert floor, he would launch an enterprise that would endure for more than 100 years and become one of the nation's largest independent insurance and employee benefits brokerages.

He picked a good place for his fledgling enterprise. The Ray Copper Mine employed thousands of hard-working men and their families who lived in one of several nearby company towns. The operation was growing quickly, driven by rising

demand for copper as the U.S. entered World War I. (O'Donnell had registered for the draft but was never called.)

In the meantime, the concept of insurance itself also was catching on, in part thanks, ironically enough, to the publicity surrounding the many industrial disasters of the era. More and more people realized they could protect their families by insuring breadwinners, their homes, businesses and possessions.

O'Donnell's vision was straightforward:

“

*I want my company to be the first
my clients think of in time of need*

John R. O'Donnell



Ray, Ariz., was born as a mining town and where founder John R. O'Donnell established what eventually came to be known as The Mahoney Group

They did just that, buying life and fire policies by the thousands from what was then called the O'Donnell Agency.

By 1918, O'Donnell had opened a branch office in the nearby town of Hayden and by the time he was just 23, he was viewed as a prominent businessman in the area.

The next year, O'Donnell met Grace Eberly, a nurse from El Paso, Texas, who had moved to Ray to work at the hospital in town to treat miners and their families.

The two were married by 1920, just as the nation and the world were about to enter a decade of rapid economic growth, social change, flappers, Prohibition, bootleggers and raccoon coats.



John R. O'Donnell

1895

John R. O'Donnell is born in Chicago

Katherine Lee Bates publishes "America the Beautiful"

1906

San Francisco earthquake and fire

Ray Consolidated Copper Co., a subsidiary of the Guggenheim Corporate Group, purchases what became known as the Ray Mine.

1910

Magna Copper Mine opens in Superior, Ariz.

1912

Arizona admitted to the union as the 48th state

RMS Titanic sinks

1913-14

O'Donnell finishes high school in Illinois.

World War I begins

1915

O'Donnell leaves Chicago and travels to Ray, Ariz., to open his business.

1916

Workman's Compensation mandated by Congress.

1918

O'Donnell establishes a second office in Hayden, Ariz., 17 miles south of Ray

World War I ends

1920-1929

THE ROARING DECADE:



John E. O'Donnell and his mother Grace

Thanks to a booming economy, the O'Donnell Agency prospered in the 1920s.

By 1923, it had opened its third office, operating out of the Magma Hotel in Superior, a town about 25 miles north of Ray.

The O'Donnells moved to Superior, too, and John R. expanded the business beyond insurance, adding real estate to his holdings.

O'Donnell soon became an integral part of the business community and was involved in the

early history of the Gila Valley National Bank, which served the ranching and mining interests in the area. The bank

would eventually become Valley National Bank, the largest independent banking concern in Arizona before becoming part of today's Chase Bank.

The business wasn't the only thing growing. O'Donnell and his wife, Grace, welcomed a son, John E., born in 1923.

A few years later, as their son entered elementary school, so did a boy by the name of Don Mahoney, born in 1925. The Mahoney family – 13 children and their parents – had relocated to Superior from Nevada.

John E. and Don became fast friends, playing on the streets of Superior and in the surrounding hills.

They came from different economic backgrounds but it made no difference and their friendship years later became a business partnership and, ultimately, lifelong association.

Life was good – until it wasn't.

The stock market crash of 1929 signaled the beginning of the Great Depression, and while the young John E. and Don were largely unaware of what was under way, economic hardship became a decidedly unwelcome part of most Americans' lives.

Copper mining, like so many other business activities, fell into decline, unemployment rose and the O'Donnell family lost a good portion of its wealth.

The promise of the Roaring '20s had given way to a decade that looked uncertain at best.



1920

O'Donnell meets and marries Grace J. Eberly

The decade known as the Roaring '20s begins

1923

John Eberly O'Donnell is born.

O'Donnell family moves to Superior, Ariz.

The O'Donnell Agency opens an office in Superior, Ariz. It is located in the Magma Hotel

1925

Don Mahoney born in Nevada. Family moves to Superior

1929-1930

The stock market collapses, banks fail and the world economy falls into the Great Depression

1930-1939

THE DEPRESSION YEARS



Grace O'Donnell

It's hard to describe the Great Depression as anything but a series of calamitous events for the O'Donnell Agency, its namesake and his family.

By 1933, the mine in Ray and a copper smelter in Hayden were forced to close, sending shock waves through the local economy and underscoring that any recovery would doubtlessly take years to realize.

Persuading miners to buy insurance while their hours and pay were being cut was proving to be a tall order. For those who had lost their jobs, insurance was out of the question.

John R. O'Donnell had tough calls to make.

With the population of Hayden shrinking fast, he decided to close the office there and move its accounts to Ray.

O'Donnell was seeing his dream slip away. His business was withering and the stress was worsening. He saw the lives of his clients and friends upended. He saw the world he had created for his wife and son as one with little hope and, instead, laden by anxiety and worry.

Health issues began to develop and, in 1936, O'Donnell passed away suddenly. He was just 41.

Grace was left to face the burden of raising their son alone, as well as the question of what to do with the business and how best to financially support herself and John E.

Fortunately, she had spent time in the business, working alongside her husband over the years. Rather than selling it at a time of depressed values, Grace O'Donnell did something few women had even imaged attempting at that point in history – she ignored the conventions of the day and took over ownership.

One of the nation's first women-owned businesses was now born, and Grace was assuming the same pioneering mantle that

her late husband had when he followed his dreams and headed West 20 years earlier.

The agency name was changed to the Grace J. O'Donnell Insurance Agency and Grace soon was seen as an accepted part of the business community.

With his mother working long hours, John E. found himself spending even more time with Don Mahoney and his warm and welcoming family.

1931

Donald J. Mahoney, John E. O'Donnell and Chuck McHugh all attend the same school in Superior.

1932-1933

The Hayden office is closed and merged with Ray office.

Ray Mine closed; Hayden smelter shuts down

1936

John R. O'Donnell dies at 41

Grace J. O'Donnell takes over the daily operation of the O'Donnell Agency

1937

John E. spends time at the Mahoney house while his mother works at the agency

Name of agency changes to Grace J. O'Donnell Insurance Agency with offices in Superior and Ray

Hitler invades Poland

Mine and smelter in Ray and Hayden are re-opened

1939

War breaks out in Europe

1940-1949

WAR, TURMOIL, THEN PEACE

John E. O'Donnell was about to enter his senior year in high school in 1940. His mother had made sure over the years to do all she could to help prepare him to eventually take over the agency, but first there was college.

The attack on Pearl Harbor on Dec. 7, 1941, had drawn the U.S. into World War II. In response, millions of young men signed up for military duty on their 18th birthday (and often younger) to join the fight.

John wasn't subject to the draft because he was the only child in the family and only son. He had already begun school at the University of Arizona in Tucson, having entered college that fall. He pressed ahead with his coursework for a time until enlisting in the Navy in the spring of 1943. School would have to wait, he decided, until the war could be won.

Two years later, the conflict thankfully came to an end, with the U.S. and its allies emerging victorious. John and his friend Don, who had joined the Army, were able to return to the classroom. Chuck McHugh, another elementary-school classmate from Superior, also had joined the Navy and returned to Tucson after the war to study finance.

Life was returning to normal – until tragedy struck once more.

On Sept. 8, 1946, Grace O'Donnell suffered a fatal heart attack. A decade had passed since her husband had died and now John was left without any immediate family to turn to. He was 23 and facing questions about his future and the fate of his family's agency amid the grief.

But he wasn't alone.

1940

John E. attends senior high school year

Grace O'Donnell runs the agency

John E. O'Donnell helps his mother on the weekends at the agency

1941

John E. at college at U of A in Tucson

John E. O'Donnell helps his mother when he can travel from Tucson

U.S. enters WWII

1942

John E. enters the Navy; Don Mahoney enters the Army

Ray Hunt, family friend, is hired to help Grace manage the agency

1943

Chuck McHugh enters the Navy

1944-1945

John E. re-enters the U of A; Don Mahoney enrolls at U of A

Grace continues to manage the agency with the help of Ray Hunt in the Ray office

WWII ends

1946

Grace O'Donnell passes away unexpectedly

John E. inherits the Grace J. O'Donnell Agency

At about the same time he started college years earlier, Grace had called on a family friend, Ray Hunt, to help her run the business. After Grace's death, Hunt, who had been put in charge of the Ray office, stepped in to help John, providing him with a steadying hand while John returned to school.

The O'Donnell Agency became the O'Donnell and Hunt Insurance Agency, with Ray Hunt becoming a co-owner and with the understanding that at some point in the future, John E. would return to a position of leadership.

For that point until John's graduation in May 1949, Ray Hunt was the face of the agency, traveling between its offices in Ray and Superior regularly and otherwise managing the operation.

Back at school, John reunited with Don, who by this time also was in his final year of study. McHugh also was wrapping up things at the university.

After graduation, John and Don traveled to the East Coast and enrolled in the Hartford Insurance School. Upon completing their Hartford training, John E. invited Don to join him in the agency – an offer Don readily accepted. The two returned to Arizona ready to stake out their futures.

The Superior and Ray offices were busy in 1950, but these two enterprising, motivated businessmen and their devoted partner, Ray Hunt, had even bigger aspirations.

1947

John E. returns to school at U of A

John E. brings Ray Hunt in as a partner. The agency name is changed to The O'Donnell-Hunt Agency with offices in Ray and Superior; Ray Hunt manages both offices of the agency from Superior.

Open pit mining begins at the Ray mine

1949

John E. O'Donnell and Donald J. Mahoney graduate from the U of A

Ray Hunt moves from Superior to Coolidge

Don Mahoney moves to Superior

John E. O'Donnell and Don Mahoney attend Hartford Insurance School

John E. O'Donnell begins managing Superior office upon his return from The Hartford School

The Paul Loucks Agency with offices in Coolidge and Eloy is acquired by the O'Donnell-Hunt Agency; Ray Hunt becomes the manager.

1950-1959

GROWTH AND MORE GROWTH



Chuck McHugh

Acquisitions, mergers, new partners, new territories to conquer.

The 1950s for John E. O'Donnell and Don Mahoney were busy, a time of growth and expansion that reflected the economic boom in the decade after the end of World War II.

Not every deal involved both partners. Don Mahoney, for one, decided to expand his own interests by buying Coolidge Realty Co. in

Coolidge, about 20 miles west of Casa Grande, changing the name to The Don Mahoney Agency. That set the wheels in motion for Don and John's purchase of the Loucks Insurance Agency, whose owner was retiring. The O'Donnell-Hunt Agency was now operating in Coolidge, Eloy, Superior and Ray.

Their partnership solidifying, Don and John's next target was another Coolidge insurance broker, the JJ Jones Agency.

By 1951, the O'Donnell-Hunt Agency had merged with The Don Mahoney Agency, and a new parent was established, The Pinal Agencies, headquartered in Coolidge and owned by Don, John and Ray Hunt.

To help them manage their growth, the partners reached out to Chuck McHugh, their childhood friend from the classrooms of Superior and then the University of Arizona campus. McHugh was working for a bank in Holbrook, Ariz., at the time but quickly jumped at the chance to join the company.

Years later, he would say it was an easy decision to make. He loved the people in Holbrook, but with the constant wind, the continual flow of Route 66 traffic and the nightly interruptions of train whistles from the tracks that divided the town, Holbrook was not at the top of McHugh's list of "best places to live in America."

With banking, accounting, real estate and newly acquired insurance skills on his resume, he became an integral part of the agency, and the range of his duties and responsibilities grew.

Soon after, Ray Hunt retired after deciding he was ready for the less-hectic life of a farmer.

More changes were coming, including how copper was being mined. Consolidated Copper Co. was now relying on open-pit mining to extract the rich deposits of ore it needed. That meant its mine would soon engulf Ray and two other nearby towns.

Consolidated Copper's miners needed to be moved and so the company built one of the first master-planned communities in Arizona, in Kearney, about 17 miles south of the mine.

Faced with those changing circumstances, the Pinal Agencies closed its office in Ray, the town where John R. O'Donnell had launched the business nearly 40 years earlier.

Growth, however, was the theme of the decade and it wasn't long before another acquisition target came into view, the financially troubled Don Lockwood Agency in Casa Grande.

The takeover of Lockwood was the partners'

biggest acquisition up to that point, a deal facilitated and financed by the Royal Globe Insurance Co. More acquisitions would come down the pike.

Perhaps better yet, acquiring an existing agency, particularly one in financial trouble, was an opportunity to do more than just grow. For John and Don, as well as Chuck, the process provided a deeper, clearer understanding of some of the pitfalls to avoid in business.

They used that knowledge to build a stronger business model for themselves based on four pillars:

1. Acquisitions would be pursued so long as the partners saw not only a path to significant revenue growth but also an opportunity to either build or begin partnerships with new insurance carriers.

1950

John E. O'Donnell manages the agency in Superior

Korean War begins

Don Mahoney moves to Coolidge

Ray Hunt runs the agencies in Coolidge and Eloy

Don Mahoney buys Coolidge Realty Co.

1951

Chuck McHugh is employed at First National Bank in Holbrook

Chuck McHugh moves to Coolidge.

The O'Donnell-Hunt Agency purchases the JJ Jones Agency in Coolidge.

John, Ray and Don form a partnership and merge Superior, Coolidge, Eloy offices into The Pinal Agencies as an umbrella for all agencies.

Don Mahoney is appointed secretary Treasurer.

Chuck McHugh is hired to assist John E. and Don with real estate transactions for The Pinal Agencies and provide accounting help.

1952

Chuck McHugh attends The Hartford School of Insurance

1953

With some health issues, Ray Hunt decides to leave the insurance business and pursue farming

John E. O'Donnell and Don Mahoney purchase Ray Hunt's interest in The Pinal Agencies

Ray Office is closed

Korean War ends

1950-1959

CONTINUED...

2. The agency would add to its product offerings based on their potential to extend real value to clients, with an emphasis on offering customization and flexibility in coverages, rather than pushing a one-size-fits-all approach.
3. Their agency would focus on serving businesses, municipalities and organizations, along with homeowners and individuals. Both sides of the business – commercial and personal – would help ensure its growth in the decades ahead.
4. Recruiting and training quality associates was primary, as was rewarding and compensating employees well to promote stability, loyalty, and to keep turnover low.

With a focus on expansion and the insurance side of their business running smoothly, Don Mahoney proposed that the partners change the agency's name to The Mahoney-O'Donnell Agency.

John O'Donnell was happy to give his partner room to grow the agency while he, John, focused on diversifying his interests as well as taking the time to nurture the personal relationships he developed through the business. John, in short, was comfortable with the change.

Another big change soon arrived as the partners decided to enter the banking business.

With only one bank in Casa Grande, obtaining construction loans and mortgages was problematic. Coolidge wasn't much better. Because of the lack of competition, the real estate development side of their business was at the mercy of the local bank.

With help from Gene Rice, the son of a banker at First Federal in Phoenix, the partners soon established Central Arizona Bank with branches in Coolidge and Casa Grande.

Now they could help finance the construction of homes and businesses whose owners they could turn into insurance clients. In other words, theirs was a company directly contributing to the growth of the area of Arizona it called home. It was a virtuous cycle.

But was that enough? With a new decade dawning, it became clear to Don Mahoney and John E. O'Donnell that the future and growth of their agency would take them beyond the boundaries of Pinal County.



Ray, circa 1955



The Don Mahoney Office

1954

John E. O'Donnell manages the Superior Office.

Don Mahoney manages the Coolidge and Eloy offices

The town of Kearney is created to house the workers from the Ray mine. The towns of Ray, Barcelona and Sonora are dismantled to accommodate the open pit mining expansion.

1956

Casa Grande office opens through acquisition of the Don Lockwood Agency.

1957

Don and John create an umbrella corporation called Southwest Financial.

1958-1959

John E. O'Donnell begins developing housing in Superior on inherited land.

1960

John F. Kennedy elected president

1961-1962

U.S. involvement in Vietnam escalates

1963

John McEvoy works for The Hartford, servicing the M&O account

John E. O'Donnell develops a small client base in Apache Junction.

Kennedy assassinated

1964

Don Mahoney suffers first heart attack

Dick Johnson hired in Tucson to help develop a contract for the Tucson diocese and handle other large commercial accounts

1965

John McEvoy makes decision to join M&O in Coolidge

Don Mahoney signs a contract with the Catholic Diocese of Tucson, M&O's largest-ever account

1966

Glen Luglan, Jr. attends U of A

Luglan Insurance in Tucson purchased by Mahoney-O'Donnell

Glenn Luglan Jr. joins the agency as manager of the M&O Tucson office.

Don Mahoney recruits Eddie Higgenbotham

1960-1969

NEW CLIENTS, NEW OFFICES, NEW HORIZONS

As the opening days of the 1960s arrived, the expansion of the University of Arizona in Tucson and the growth of the Phoenix area made it clear to Don Mahoney and John E. O'Donnell that their company's best prospects for new clients would be in those new boom towns.

The agency was now known as M&O Inc., and the partners began looking for ways to leverage their reputations and know-how beyond Pinal County.

Insuring the Roman Catholic Diocese of Tucson, which included Phoenix, New Mexico and parts of west Texas, became a primary goal of Don's.

If successful, it would be the largest account in the agency. The complexity of insuring such an organization would be a significant challenge. Putting together a proposal would be enormously time-consuming and complicated.

For help, the partners turned to Dick Johnson, known for his ability to handle large

accounts. It helped that Johnson, like Don and John E., also had a good relationship with Bishop Francis Joseph Green, who headed up the financial committee for the Tucson Diocese.

The strategy worked. The Diocese picked M&O in 1965 and, knowing that even more business would flow in based on having landed the church's account, Don and John turned to another insurance industry professional, John McEvoy, for help.

McEvoy had been a field representative for The Hartford and worked closely with the partners, serving the M&O account in many of its offices. Don and John E. knew McEvoy had the drive and precision they needed.

Their need for help, in fact, was made clear the year before, when the always-hardworking Don suffered a near-fatal heart attack. Fortunately, when Don offered McEvoy the opportunity to work in Coolidge and manage the company headquarters as Vice President of Insurance Operations, McEvoy didn't hesitate.

He was a natural fit, and his work with Don quickly evolved into a mentor relationship; John put his heart and soul into the company, a commitment that did not go unnoticed by anyone in or outside of the corporate umbrella. Most importantly to M&O, it freed up Don to focus on Phoenix, Tucson and the diocese.

Soon after, Don moved to Phoenix, in part to be closer to opportunities to expand the firm's client base and in part to be closer to doctors monitoring his health.

The next year, 1966, saw M&O acquire the Davis Agency in Coolidge as well as enter a deal to manage Commercial Underwriters of Phoenix, an agency whose owner was retiring. The Commercial Underwriters arrangement, while not an acquisition, put M&O at the center of the Phoenix business community, right where it hoped to be.

Soon after, M&O put its name on two more offices. The first was in Kearney, the town created a decade earlier to replace the towns of Ray, Barcelona and Sonora. The second was in Tucson. That location had been part of the Luglan Agency, owned by Glenn Luglan Sr. While he was interested in selling at some point, Luglan wasn't quite ready to stop working. So, as part of a longer-term transition, Don and John E. suggested Glenn Sr. help open the less-demanding Kearney office while Luglan's son, Glenn Jr., would run Tucson. It was an arrangement that satisfied everyone.

M&O now had offices in Casa Grande,

Superior, Coolidge, Kearney, Tucson and Phoenix. It was an increasingly complex business with demanding accounting needs.

Stepping in to help was Eddie Higgenbotham, who had been working for a public accounting firm as well as a GM dealership in Coolidge near Don's office. Higgenbotham's expertise made an immediate impact and his vision and solutions to accounting problems instilled a sense of confidence in both partners.

With Don in Phoenix and John McEvoy in Coolidge, John E. O'Donnell decided to move his family to Casa Grande.

The decade was running out but not before M&O would complete another important deal, acquiring the insurance interests of First Federal, a move that widened its Phoenix holdings and allowed it to more confidently pursue bigger accounts in Arizona's largest metropolitan area.

Soon, the company had accounts with scores of school districts, as well as the City of Phoenix, City of Tucson, Pima and Pinal County governments as well as with the Native-American community.

One more key hire would be made before the close of the decade, that of Bob Pitman, an Arizona State University graduate who had worked at Safeco. Pitman was hired to work in the Coolidge office and would go on to make significant contributions to M&O's fortunes for years to come.

1967

Eddie Higgenbotham joins The Mahoney Group

New office opens up in Casa Grande.

1968

Bob Pitman join M&O in Casa Grande.

The Mahoney family moves to Phoenix.

Phoenix and Tucson offices established

Acquisition of the Dorothy Gearhardt agency in Tucson.

Kearney office established with Glenn Luglan Sr. as manager

1969

Holding company Southwest Financial Corp. created to handle the merger of all Mahoney O'Donnell agencies and the insurance operations of First Federal Savings and their life insurance agency in Texas.

Donald J. Mahoney receives the Paul H. Jones Career Achievement Award as Independent Insurance Agent of the Year.

Richard R. Nixon presidency begins



1970-1979

A DECADE OF DEBT, TRANSITION AND RECOVERY

New opportunities, the arrival of new talent, the sudden death of one of its principals and a subsequent change in ownership.

The decade had begun on a positive note, but the 1970s for M&O saw more than their share of tumult, upset and uncertainty.

Things got rolling with a merger in 1970 with Ted and Bill Downey's brokerage, a deal that helped M&O boost its Tucson presence significantly. Two years later, the Tucson office expanded once more with the purchase of the Dorothy Gearhardt Agency, which had been a mainstay in the now-burgeoning city for years.

But then, that same year, on the day before Thanksgiving, Don Mahoney suffered a fatal heart attack while attending his son Pat's high school football game. He was just 48.

As might be expected, the news left Don's widow, Jean, their children, and his partner, John E. O'Donnell, stunned.

More than John E., Don had been the hard-driving force behind M&O's growth. John E. was more interested in nurturing existing clients, rather than on finding growth opportunities. In fact, at 51, he had little interest in allowing the business to overtake other parts of his life.

Don's passing threw into question the future of M&O, if not its very existence. Would John E. buy out Don's interest in the brokerage? Would the Mahoney family alone determine who would take over in Don's place? Or would John E. and the Mahoneys work together to find a buyer?

That last option – an outright sale – was the least appealing to John E. The company had always meant more to him than simply a way to create wealth. It was his connection to the O'Donnell legacy and his family's early years in Superior, Ariz.

In the long days and weeks following Don's funeral, it became clear to Jean and John E. their best move would be to keep M&O intact.

John McEvoy, who had stepped in to assume more of a leadership role in the agency after Don's untimely death, was invited to consider assuming an ownership role. Others were, too. Bob Pitman, Eddie Higgenbotham, Chuck McHugh, Glenn Luglan and other senior employees also were offered the opportunity to join a new ownership team.

Some declined but ultimately Jean and John E.'s hopes of seeing M&O live on while reflecting the values of the company founded nearly 60 years earlier would become reality.

Each of the new owners was motivated by something slightly



Pictured (left-right): Glen Luglan, Bob Pittman, John McEvoy and Eddie Higginbotham

different than their partners.

For McEvoy, just thinking about assuming ownership of the agency that had been so much a part of his life since 1965, left his heart racing. This was his moment and he knew it. He had pushed for the agency to expand into Phoenix and Tucson and looked forward to finding new growth opportunities.

Higginbotham viewed the opportunity to be a stakeholder with the same calculating approach he used to help keep the company financially stable over the past few years.

He knew the transition was going to be a bit rough given the large amount of debt being carried by the agency. On the other hand, the future looked bright given the rapid population growth in Arizona.

For Luglan, the earlier acquisition of his father's agency by M&O made the ownership question relatively easy. He enjoyed the independence that ownership imparted, and McEvoy, who would be the new CEO, was someone Luglan respected and trusted. It was an easy decision for him.

1970

Don Mahoney hires Bob Pitman to work with John McEvoy in Coolidge as an advisor

1971

Bob Pitman attends Hartford School of Insurance

1972

Donald J. Mahoney passes away Nov. 22

John R. McEvoy, Eddie Higginbotham, Glenn Luglan Jr., and Bob Pitman decide to purchase agency from the estate of Don Mahoney and John E. O'Donnell

Glenn Luglan is named to lead office in Tucson

John McEvoy hires Harold Goble to open an agency office in Chandler

1973

Don Mahoney's wife, Jean, is killed in a car accident in Phoenix

M & O establishes a start-up office in Chandler

New corporate officers are named:
John R. McEvoy, President
Eddie Higginbotham, Treasurer
Bob Pitman, VP
Glenn Luglan, VP
Chuck McHugh, VP

1974

Don and Jean Mahoney's only daughter, Donna, is killed in a car accident, leaving their two sons as recipients of the estate.

Globe office established and is headed by John E. O'Donnell.

1970-1979

CONTINUED...



Bob Pitman

Pitman, meantime, looked forward to demonstrating his own business acumen and helping shape the agency as it moved forward. He felt he knew what it took to be successful and he had the confidence in himself to commit to the future of M&O.

Although he did not become part of the ownership group, McHugh was committed to doing all that he could to help the agency carry on Don's legacy. To McHugh, to have

done otherwise would have been like turning one's back on a family member in a time of need.

The sale took place on a cool February morning in 1973.

At the time, M&O had 67 employees in six locations, worked with 76 carriers and carried a payroll of \$42,118 per month.

For Jean and her family, the sale meant a stable financial future was now realized and she had the assurance she had

sought that her husband's vision for M&O would live on. (Tragically, the next year Jean was killed in an automobile accident.)

For John E. O'Donnell, any burden of ownership was now lifted off his shoulders. He had reached a point where he could pass the torch while also knowing the next generation of owners would protect and nurture his father's legacy.

In one of his last acts shortly before the sale, McEvoy brought aboard Harold Goble to help M&O open an office in Chandler, south of Phoenix. (Nearly 50 years later, Goble's son, Steve, would become the chairman, CEO and president of M&O.)

And while he had stepped away from ownership, John E. wasn't ready to retire entirely. Instead, he would go on to serve as an ongoing trusted adviser and open an M&O office in Globe, east of Mesa.

Back at the agency's headquarters, McEvoy was determined not to miss any opportunity to grow the company – including joining the swelling ranks of companies adopting emerging computer technology.

There were many good reasons to embrace the computer world but none with more immediate benefit than the fact that M&O's big government accounts were doing so. Pinal,

Gila, Yavapai and Pima counties all were computerizing and M&O would be able to improve its odds of retaining those accounts if it did so, too.

It became the first computerized insurance brokerage in Arizona in 1974, although, amusingly enough, only because a competing firm saw its computer dropped and damaged during delivery.

In other changes, McEvoy and the new team decided to shift the focus of the agency to achieve a better balance between personal and business insurance accounts. It had historically leaned heavily to personal lines insurance, but the move to pursue more commercial business would help M&O bolster its financials.

McEvoy also put an emphasis on finding cost-savings wherever possible. He was constantly looking for ways to save money and referred to himself as a “benevolent dictator.” That moniker, in his mind, was a flattering descriptor of the effort needed to bring the agency to profitability while paying down the debt the new owners had taken on.

His strategy paid off. More businesses were opening their doors in Arizona, meaning more new clients for M&O. Interest rates dropped, and the company’s debt obligations to the Mahoney estate and John E. O’Donnell were soon satisfied. The computer system

it acquired also paid dividends, bringing its accounting system firmly into the 20th century.

Two more significant events marked the 1970s:

First, while it had made sense to move the agency headquarters to Phoenix to benefit Don Mahoney, McEvoy in 1978 shifted the HQ to Casa Grande. The town was centrally located between the two major metropolitan areas of Arizona, and the move would help the agency remain connected to its still numerous rural accounts.

Secondly, while he came across as a hard-nosed businessman, McEvoy cared deeply about the people he worked with at M&O. One evening, he and Higgenbotham were returning from a retirement celebration for a long-time Superior employee. Neither felt good about the modest bit of recognition their long-time associates received at the end of dedicated careers. It was these thoughts that years later led to the company’s employee stock-ownership plan.

M&O would eventually become an employee-owned company, reflecting a commitment by McEvoy and his fellow owners to truly acknowledge that M&O’s success largely depended on the enterprise, dedication and hard work of its employees.

1974 CONTINUED...

Company achieves a 50/50 split between commercial and personal accounts by providing coverage to Pinal, Yavapai and Pima Counties, as well as nearly 30 school districts.

Nixon becomes the first U.S. president to resign from office.

1975

Vietnam War ends

1976

M&O closes its Chandler office. Harold Goble leaves M&O

1978

ESOP and profit-sharing plans are created to help with employees’ retirements.

Corporate headquarters move to Casa Grande



1980-1989

ACQUISITIONS, PERPETUATION TAKE CENTER STAGE

The 1980s for M&O Inc. were defined by an almost-unbroken string of acquisitions and a few notable firsts.

Among them: the agency decided to venture into employee health benefits, a segment of the insurance market growing in prominence.

Benefits, however, are nothing like commercial property and casualty coverage or home and auto insurance. Moving



Barbara Millar

into the benefits realm would require bringing aboard someone with deep experience and ambition. M&O turned to Barbara Millar, a skilled benefits specialist who worked at the time at Humana, one of the largest health insurance providers in the U.S.

Millar was given wide latitude to move forward, and with John McEvoy's blessing, went to work at the company's

headquarters in Casa Grande.

M&O was now truly becoming a full-service brokerage, with new offerings to share with clients and a new revenue stream for its shareholders.

Bob Pitman, meanwhile, was always looking for new revenue sources in the rural areas served by M&O. In 1985, while at a barber shop, he met a member of the Gila River Indian Community Tribal Council.

That acquaintance introduced Pitman to Gila River's chairperson, Mary Blackwater. She, in turn, introduced him to the tribe's insurance program manager. Although Pitman was unable to make much headway, he had developed a great contact that would lead to new business.

Today, M&O is one of the largest insurance brokers serving the Native American population in the U.S.

The 1980s also saw M&O open its own bank, Sunstate Bank, dedicated to helping small and mid-sized businesses with cash-flow needs and capitalize on new opportunities. Sunstate also served a role in helping M&O make many of its acquisitions.

Among them:

- The 1984 purchase of the Newell and Parlett Agency in Tucson, which helped M&O further expand its client base in Arizona's second-largest city.
- The acquisition of The Larry Johnson Agency in Eloy, Ariz., in 1985.
- A deal that brought the Lamar-Baker Agency in Casa Grande into the M&O fold; Lamar-Baker had been a recognized name in the community for decades.
- The purchase in 1986 of the Robert Newman Insurance Agency in Prescott, Ariz.
- The 1987 acquisition of the Bryce Agency, which did business in the mountain town of Pinetop-Lakeside.
- The acquisition that same year of the Don Risk agency in the Phoenix area.

Not every merger or acquisition worked out as hoped.

In 1982, McEvoy thought he found a way to extend M&O's reach into a much larger geographic area of Arizona by aligning the agency with three others, including the Carr-White Agency in Mesa.

The four newly merged agencies began doing business as a firm that called itself The Insurance People. The point was to convey the idea of an agency that could fashion an insurance solution to fit anyone's circumstances. Marketing campaigns forged an image of a friendly, neighborly agency, professional, yet approachable.

It didn't take long before differences in management styles became apparent. The agencies soon opted to go their separate ways. Per their merger agreement, none would use The Insurance People name.

1980

John E. O'Donnell retires Dec. 15, 1980

John McEvoy receives the Paul H. Jones Career Achievement Award as Independent Insurance Agent of the Year.

1981

John E. O'Donnell serves as a consultant for The Insurance People

Ronald Reagan become president

1982

The M&O Insurance Agency begins doing business as The Insurance People

1983

John E. O'Donnell retires permanently

Superior office closed and accounts merged with Globe office

J. R. McEvoy Jr. hired as an advisor and underwriter for The Insurance People

Magma Copper Mine in Superior is closed

1984

The Mahoney Group name is adopted for all offices

The Tax Reform Act of 1984 allows all employees to participate in 401(k) plans

1985

Jerry Schmick joins TMG in the Coolidge Office in March to target agricultural businesses.

Bob Pitman is made Coolidge manager

1980-1989

CONTINUED...

McEvoy and the M&O ownership team came up with a new name: their insurance holdings would operate as The Mahoney Group.

Doing so would be a nod to its past, a tribute to Don Mahoney's role in helping the agency become a leading provider.

Meanwhile, the agency's other namesake, John E. O'Donnell, revealed he would retire by the end of 1983, an announcement he made soon after Magma Copper Mine said it would be phasing out its operations in Superior and Consolidated Copper Co. began to scale back, too.

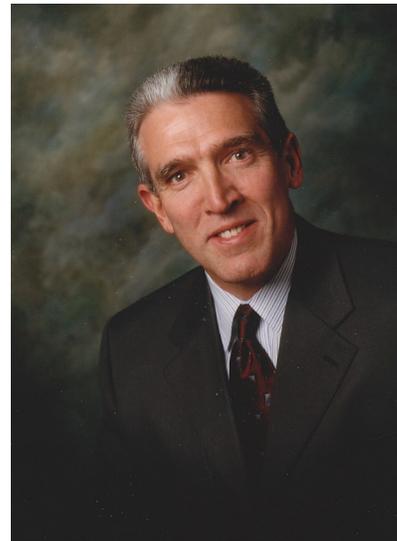
An era of prosperity had come to an end for the rural mining areas linked so closely to the agency and the O'Donnell family; the Superior office was soon shuttered.

But while mining was in decline, technology was booming in other parts of Arizona, in Chandler, in particular.

The expansion of Intel and other tech companies in the area brought large numbers of Silicon Valley families to the Valley of the Sun. It was a prime market for insurance sales, and so The Mahoney Group responded by establishing a presence in Chandler.

Later in the decade, The Mahoney Group would embrace another first in its history, taking a step designed to ensure its independence and protect its culture.

With help from Reagan Consulting, the company put into place a perpetuation plan that restructured ownership, with an allocation of shares now going to a group of younger, potential future owners who, after a period of years, could move into decision-making roles.



Leon Byrd

When John McEvoy, Eddie Higginbotham, Glenn Luglan and Bob Pitman took over agency leadership years earlier, they had done so with little preparation. The circumstances of Don Mahoney's passing had not allowed them the time.

Rather than subject themselves to more of the same, this new perpetuation plan would keep The Mahoney Group independent and

private as it was designed to – in perpetuity.

As the decade was ending, The Mahoney Group made one more acquisition that would introduce it to someone who would play an important role in the years to come: Leon Byrd.

Byrd had enjoyed a meteoric rise at GEICO as an underwriter and supervisor before taking a job as an advisor with Arizona Trust Co. in Tucson. Later, he joined Bayly, Martin and Fay, a national firm with Tucson operations. When the opportunity to purchase that office became available, Byrd and five others took advantage of it, changing the agency name to Associated Insurance & Surety Inc.

By July 1989, McEvoy had met with Byrd and his partners to work out the details of an acquisition.

The next month, The Mahoney Group formalized another step that would help it realize the ownership's ambitions, joining the

Assurex partnership of insurance brokerages worldwide.

Founded in 1954, Assurex was – and is still – the world's largest privately held commercial insurance, risk management and employee benefits network.

Becoming an Assurex partner would require meeting rigorous financial standards and signal that The Mahoney Group had reached a level of strength and stability. It would also help the brokerage attract larger clients and the best talent.

The next year, 1990, would mark its 75th anniversary and there was no question The Mahoney Group had come a long way.

1986

Prescott office established by buying out Don Risk Insurance Agency

John McEvoy and Eddie Higgenbotham hire Barbara Millar to start an employee benefits program for the agency.

Challenger space craft disaster

1987

Pinetop-Lakeside office established with the acquisition of the Bryce Agency.

1989

Chandler office opens; Jerry Schmick becomes manager.

Leon Byrd joins as an advisor

The Mahoney Group purchases Associated Insurance Surety Inc. in Tucson.

The Mahoney Group becomes an Assurex partner

1990-1999

PREPARING FOR A CHANGING OF THE GUARD



Matthew Bagnall

After more than seven decades in business, the 1990s ushered in a huge milestone for The Mahoney Group:

Its revenues crossed the \$10-million mark for the first time ever.

This was no longer a low-profile family-owned business doing business in mostly rural locales. The Mahoney Group had become a sophisticated enterprise

with offices across Arizona as well as real estate, banking and media interests.

There was a flow of new talent coming aboard with regularity, including one Glen Nelson, who came from a third-generation insurance family, for whom selling was everything, and who would one day become CEO.

Acquisitions continued apace, too, including that of Harold Goble's agency, Goble and Associates. Joining The Mahoney Group as part of that deal were Goble and his son Steve – another future (and current) CEO of the company.

Steve Goble had been a Naval air traffic controller and wanted to see whether a career in insurance might make

sense to him. After all, the industry had been good to his family.

As Steve's success in sales increased, he was soon on his way to meeting the perpetuation standards that had been established for entrance into the future owners' group. Steve had always been interested in being a part of something much larger than himself and having a positive influence on others. He felt he had found the right place to do just that.

But first, plenty of other changes were in store for The Mahoney Group, including a new computer system to keep track of the tens of thousands of insurance policies held by its clients.

In another break from tradition, The Mahoney Group also set up its first multi-family dwelling program, meaning it would now act as a broker of insurance products for other brokers.

The 1990s also saw success for The Mahoney Group's fledgling Native American practice.

Bob Pitman was able to help the risk manager of an Indian tribe's gaming operations, a relationship that ultimately led to the first Indian Country account for The Mahoney Group.

By 1993, Steve Goble had added the Salt River Pima Maricopa Indian Community to his book of business. The agency also landed the Pascua Yaqui Indian Tribe account in 1994, as well as the Ak-Chin Indian Community and the San Carlos Apache Tribe shortly thereafter.

This, too, was the decade when John McEvoy was invited to serve on the board of directors at Assurex, a role he played from 1991 through 1997, including a stretch as chairman from 1994-1995.

That year, 1995, also saw the passage of federal legislation that allowed for the conveyance of corporate ownership to occur with pre-tax dollars.

That action, along with the employee stock option plan and the establishment of the 401(k) in the preceding decade, changed the way employee retirement accounts were funded and had positive implications for The Mahoney Group perpetuation group as well, encouraging the distribution of shares to future owners.

With the business growing and profitability rising, John McEvoy decided it was a good time to begin thinking about retiring.

The rest of the ownership group joined him, with plans to announce their intent to retire in unison at the start of 2000.

Matthew Bagnall, Leon Byrd, Steve Goble, Dave Herrold, J.R. McEvoy (John's son), Barbara Millar, and Glen Nelson were formally identified as the next owners of the agency. It was a pivotal point in the history of The Mahoney Group.

In Coolidge, Chuck McHugh would be retiring soon, too, a decision prompted by a heart attack suffered at his desk one evening and the triple bypass surgery that followed.

Serious health issues also afflicted Nolan Davis, owner of the Nolan Davis Agency in Kingman, Ariz. The Mahoney Group was interested in the agency, but when discussions failed to produce an agreement, John McEvoy and Matthew Bagnall climbed into a car and drove to Kingman. In a matter of minutes, the parties had worked out an arrangement for the sale.

Thanks to this acquisition, McEvoy met, recruited and hired Brad Rucker, who had been working for the Kingman Police Department and selling insurance during his off hours. Rucker soon began working for The Mahoney Group full-time and today is the agency's Secretary-Treasurer, a partner and member of its board.

As John McEvoy stopped to take note of the agency's progress as the turn of the century approached, he was pleased with what he saw.

The Mahoney Group was recognized as a major independent insurance agency and widely respected. Its emphasis on training and technology had put it on solid footing. Its sales team had made significant inroads in metals, manufacturing, lumber and other industries, as well as with Native American tribes and the businesses they held. What's more, the perpetuation plan was helping attract top talent to the agency.

In short, it would soon be a good time to step aside and enjoy the fruits of his and the rest of the ownership team's labors.

1990

Glen Nelson joins TMG as an insurance advisor

1991

Applied Systems selected to install software to coordinate and oversee client data

Glenn Luglan Jr. receives the Paul H. Jones Career Achievement Award as the Independent Insurance Agent of the Year

1992

The Mahoney Group purchases Goble and Associates

Harold Goble and his son Steve are hired as a part of the acquisition

1993

David Herrold joins agency as an insurance advisor

1996

David Cummard hired as an insurance advisor

Harold Goble leaves the agency, sells his shares to son Steve

1999

Kingman office established by acquisition of the Nolan Davis Agency

2000-2009

RISING PROFITABILITY, SHAKEUPS IN THE C-SUITE

The start of the 2000s marked the official beginning of the end of the McEvoy era at The Mahoney Group.

But first, a few key additions would be made at the agency, including that of William Mattern IV, who had built a thriving self-storage insurance practice in past roles, and Nancy Draper, a hugely successful salesperson who had grown frustrated working for a national firm where she felt her clients weren't treated as well as they should.

Both are still with The Mahoney Group as of this writing.

McEvoy, however, didn't wait long before announcing that he and the other owners, Eddie Higginbotham, Bob Pitman and Glenn Luglan, would officially retire in July of 2001.

A new day was soon to dawn at what had been a one-man agency launched in 1915 by John R. O'Donnell in Arizona's Pinal Mountains.

The Mahoney Group was now a large independent insurance agency with offices in Casa Grande, Coolidge, Globe, Kingman, Mesa, Phoenix, Show Low, Prescott and Tucson. It was the vehicle through which McEvoy had secured a slice of the American Dream for themselves and a host of others.

Bobby Reagan, CEO of Reagan Consulting, summed it up well:

"John McEvoy did a great job of leading The Mahoney Group. He did an exceptional job in preparing the agency

for the transition of the leadership of the firm. There are way too many examples of situations where principals hang on too long and they leave the next generation of leaders unprepared. John selected the future management team and gave them the opportunity to grow, develop and prepare for the time when they would lead the firm. He then transitioned the leadership of the firm to them. He was committed to the private ownership of the firm and made certain that he positioned the firm to stay private."

And so on the morning of July 1, 2001, as both the incoming and soon-to-be-previous-owners assembled in the conference room in the Casa Grande office, there was a noticeable feeling of anticipation, if not apprehension, in the air. The documents transferring the ownership were spread across the table before them. After 29 years, McEvoy and the others were about to leave the company they had worked so hard to help build.

Their commitment to perpetuating the independent ownership of The Mahoney Group had been tested more than once. Just 30 days or so before they had gathered for the closing, the agency had received an offer to sell that was about 30% higher than the amount they were selling the agency for to the perpetuation group.

But breaking promises and abandoning principles that had served these men for years was not part of their makeup. The transfer of ownership to the next generation of insiders moved

forward as planned.

For the first time in its corporate history, new leadership took over agency responsibilities at The Mahoney Group in a deliberate, systematic way.

There was no sudden void due to the unexpected death of an owner. There would be no dramatic shift that would leave employees wondering about what might come next. Yes, change was coming, but their jobs and futures at The Mahoney Group would remain secure.

Leading the organization would be Glen Nelson, the chairman of the board.

Doug Fyfe was given the title of president and CEO. His handling of the daily operational decisions would free up the others to use their talents for the benefit of the agency and not have to worry about the myriad operational details.

Matthew Bagnall became the chief financial officer. His financial skills would be of great value as decisions regarding the future were considered.

Leon Byrd, Steve Goble, Dave Herrold, J.R. McEvoy and Barbara Millar each became vice presidents.

With offices in Casa Grande, Coolidge, Flagstaff, Globe, Kingman, Mesa, Phoenix, Prescott, Show Low and Tucson, the new owners were enthusiastic about the future. They were committed to new growth, and

were ready to consider expansion outside of Arizona.

That growth, however, did not mean The Mahoney Group would continue making acquisitions at the same rate as it had in the past.

With \$7 million in debt taken on as part of their purchase of the agency, the new owners weren't willing to add any more liabilities to their balance sheets right away. And so the focus moving forward would be more on organic growth, growth achieved by relying on the sales team to find new clients.

The leadership team pursued an aggressive recruiting effort to identify and hire both young talented potential advisors and veteran salespeople.

Among the new hires was one Bob Rice, who had extensive sales and management experience with Xerox and GE Medical Systems. What he heard about The Mahoney Group appealed to Bob's drive for greater success; plans were made for him to join the agency at the beginning of 2002. Rice today oversees the Tucson office and is an executive vice president, partner and board member at The Mahoney Group.

But it wasn't all smooth sailing for the new owners of The Mahoney Group. The CEO job wasn't turning out to be a good fit for Doug Fyfe. Nelson excelled at sales but didn't have the organizational leadership experience the company needed. For a time, the retired McEvoy and a few others shared their

2000

John R McEvoy and board announce their retirement date.

Matthew Bagnall, Leon Byrd, Doug Fyfe, Steve Goble, David Herrold, J.R. McEvoy, Barbara Millar and Glen Nelson agree to purchase agency

2001

New corporate officers assume responsibility of ownership:
Glen Nelson, Chairman
Doug Fyfe, President and CEO
Matthew Bagnall, CFO
Leon Byrd Jr., Director
Steve Goble, Director
David Herrold, Director
J.R. McEvoy Jr. Director
Barbara Millar, Director

Agency hires Bob Rice as an insurance advisor

World Trade Center destroyed by terrorists on Sept. 11

2005

Colorado Springs, Las Vegas and Albuquerque offices established

2006

Salt Lake City office established

Agency hires Sandra Albrecht to oversee quality control and special projects

Agency achieves all-time sales and profitability records

2000-2009

CONTINUED...

perspectives on issues as they cropped up. A shake-up in the C-suite ensued, with Fyfe departing, Nelson assuming the CEO role and a new president hired, Greg Gates.

It was during this period that Goble's talent for ensuring the growing organization would have clearly defined processes and procedures became clear.

Under his direction, standard operating procedures became the norm. Goble had spent his early years directing jet fighters landing on the decks of aircraft carriers – a demanding, unforgiving job that in some ways required the same attention to detail, care and coordination as his role at The Mahoney Group.

But more would need to happen if the new ownership team was to realize its aspirations; the Reagan Consulting team was invited back to help.

After months of pouring over financials, interviewing key company personnel and others, and evaluating The Mahoney Group's strengths and weaknesses, Bobby Reagan didn't have good news for the owners:

"You know, you all have a high tolerance for mediocrity!" he proclaimed at a board retreat.

More changes would have to come, it was now clear, including new performance and profitability expectations that would reflect the mission, vision and hopes of the new owners.

It all worked. As 2004 gave way to 2005, CFO Bagnall reported that The Mahoney Group was on track to nearly triple revenues from just 2001.

Soon, the company would expand for the first time outside of Arizona, opening an office in Albuquerque, N.M. An office in Las Vegas followed shortly thereafter and, by the end of the year, The Mahoney Group also had a presence in Colorado Springs, Colo. A Salt Lake City office would come a bit later in the decade.

Throughout this time, The Mahoney Group's influence was being felt within the insurance industry as well. After years of serving on various committees, Goble had become president of the Arizona chapter of the Independent Insurance Agents and Brokers of America.

As it turned out, he was able to help the industry respond to what could have turned into a crippling ethics scandal involving two national brokerages. Goble's work helped reassure the public that the industry could, in fact, be trusted. The threat soon passed.

Another milestone was soon achieved. Thanks to rising profits, the ownership group was able to pay off the debt it assumed in its purchase of the agency by early 2006 – about twice as fast as had been scheduled.

It was an exhilarating moment and cause for great celebration. A huge financial obligation had been lifted

as a result of rapidly rising sales, careful management of the business and everyone's hard work.

To help the company further, a nationwide search was undertaken to find a chief operating officer.

The board's pick, Sandra Albrecht, had worked for the largest insurance brokerage in the world. Among other things, she would quickly leverage her experience to help The Mahoney Group digitize its client data, a process that took several years to complete and gave the brokerage's service team a distinct advantage over many smaller competitors.

Eventually, when Greg Gates announced that he would be leaving The Mahoney Group, the board invited Goble to assume the role of president.

The Mahoney Group made another important hire at about the same time when it brought aboard Marc Matson, an advisor who in 2007 persuaded his father Bob and Troy Pitney to start a Seattle, Wash., office for the company.

The Matsons and Pitney all had significant Indian Country insurance experience and an office in the Northwest meant The Mahoney Group could now do more to expand its client base among tribal communities.

Today, The Mahoney Group counts more than 300 tribal entities as its clients, making it the largest insurance brokerage serving the Native American market in the U.S.

Another big move came in the spring of 2009, when The Mahoney Group acquired Zach Cooper and Associates in Commerce City, Calif. Cooper's brokerage served the intermodal trucking industry that shuttled containers from ships at one of the nation's largest ports to their destinations.

It was a deal that came to board member and partner David Cummard's attention while he attended the Fiesta Bowl football game in Glendale, Ariz., underscoring that The Mahoney Group had positioned itself to act as opportunity presented itself, a sign of a maturing, stable agency with strong leadership.

It was a fortunate place to be as the so-called Great Recession crashed into the economy at the tail end of the 2000s.

The weak economy in those final years of the decade spurred a few important changes at The Mahoney Group. Among them, it closed its storied Coolidge office and Matthew Bagnall, David Herral and Barbara Millar all retired.

There also was some sad news to cope with: John W. McEvoy, CEO of The Mahoney Group from 1973 to 2001, died on Dec. 28, 2008. He was 70.

2007

Seattle office established

Sandra Albrecht becomes the COO

2008

Coolidge office closed. Employees offered jobs in Casa Grande and Tucson.

Matthew Bagnall retires Aug. 1

2009

Colorado Springs office closed

Commerce, Calif., office established

Barbara Millar retires

John McEvoy passes away in Casa Grande Dec. 28

2010-2021

A NEW ERA, ANCHORED BY HISTORY

The Mahoney Group entered the second decade of the new century in better shape than most, although the 2008-2009 downturn had taken its toll.

To better protect the company's finances amid the slowdown, the board had taken decisive action while the economy was still on its knees, embracing a four-part strategy:

- Profitability minimums for both advisors and offices were put into place.
- Expectations were turned up for efficiency gained through technology.
- A small business unit was developed to help free up the sales team to spend more time selling rather than servicing accounts.
- A "Trade or Twenty" program was introduced to help the company cut costs when a new advisor had inherited an account from a retiring advisor or one no longer with the company.

Those moves allowed the brokerage to stave off widespread layoffs, although its headcount did drop a bit. Some of its advisors couldn't meet the new, higher performance standards. As sales dropped, support personnel were let go. The Colorado Springs and Globe offices were closed when

advisors could not be found to generate enough business to keep them open.

It was a challenging time for the management and owners, but they were doing what needed to be done to protect the future of the agency and, by the start of the new decade, all could look ahead with an optimistic outlook.

Among other positive developments, its Native American practice was growing quickly with about 40 tribal schools in five states as clients.

Meanwhile, Steve Goble's work as an industry stalwart led to his winning the Paul H. Jones Career Achievement Award as Independent Insurance Agent of the Year.

Another big change came in 2015 – the 100th anniversary of The Mahoney Group – when J.R. McEvoy announced his decision to retire, marking the end of two generations of McEvoy leadership at the firm.

The next few years saw more departures and retirements, including that of Glen Nelson as CEO and Sandra Albrecht as COO.

And in early 2021, after having served The Mahoney Group for 29 years, Steve Goble became the CEO, ushering in yet another era at the brokerage but with a commitment, as always, to preserve a culture where people, perpetuation and the firm's independence came ahead of profits.

2013

Steve Goble receives the Paul H. Jones Career Achievement Award as Independent Insurance Agent of the Year

2015

The Mahoney Group marks its 100th anniversary

2021

Steve Goble becomes CEO of The Mahoney Group

ABOUT US

In business since 1915, The Mahoney Group brokers commercial and personal property and casualty insurance and employee benefits. With headquarters in Mesa, Ariz., we employ more than 200 people in nine states and rank among the top 100 insurance brokerages in the U.S.

We are an independent, employee-owned company with clients across the West and beyond.

We also are a cornerstone member of Assurex, a network of over 100 insurance brokerages worldwide, allowing us to leverage over \$30 billion in premiums to bring you the most robust coverage and competitive pricing available.

A Few Things You'll Hear Us Say at The Mahoney Group

- We do things *with* people, not to people.
- We do the right thing for the right reasons, in the right way.
- Begin with the end in mind.
- We need to do well so that we can do good.

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