



# FBA

**FAMILY BUSINESS ASSOCIATION  
IN CONJUNCTION WITH THE WARREN GROUP**





The Family Business Association is the leading independent, non-profit organization serving family business enterprises in New England. It provides educational programming and a forum for these businesses to collaboratively exchange knowledge and experience. The FBA is dedicated to the recognition and implementation of best business practices and ethical standards among these enterprises.

It takes hard work, determination, and persistence for a family business to succeed. It also means being willing to take risks. Family businesses face the same tough challenges every other business endures, but they also encounter a unique set of personal and professional challenges that non-family businesses could never imagine.

Despite these obstacles, family businesses power our economic engine and are the backbone of the United States' economy. Family businesses provide significant employment opportunities, revenue generation, and economic growth, and are also active within their local communities.

The association has many resources for member education to support their continued growth and prosperity. Members are able to learn and connect through conferences, award programs, webinars, websites, seminars, the magazine, social events, and more. Past programs include the annual conference, loaded with seminars and breakout sessions to help family business succeed, as well as education programs like last year's seminar on "Financing a Family Business Through Multiple Generations," hosted by Webster Bank. A new e-news platform will debut in 2018.

Like the families of its membership, the FBA is an organic and evolving organization. It was founded in 2007 by a group of family-owned businesses and their supporters, including The Warren Group, a fourth-generation publishing, events, and data analytics firm helmed by CEO Timothy Warren Jr. The Warren Group, publisher of Family Business Magazine, producer of the annual Family Business Conference, and a founding member of the FBA, will be taking a stronger role in the FBA's future growth.

Currently curator and publisher of the magazine, producer of events, seminars, and webinars, and the primary manager of member communications, The Warren Group is bringing some new and exciting initiatives to the association next year, so stay tuned for those announcements.

## EVENT PARTNERS

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Northeastern University  
*Center for Family Business*



**FAMILY BUSINESS  
ASSOCIATION  
AWARDS** 2017  
FOR MASSACHUSETTS

**TUESDAY  
OCTOBER 24**

**5:00 PM - 5:30 PM**

Pre-reception for finalists

**5:30 PM - 6:30 PM**

Cocktail reception for all guests

**6:30 PM - 6:45 PM**

Guests seated for dinner

**6:45 PM - 7:30 PM**

Welcome Remarks, Dinner & Award Categories & Honorees

**7:30 PM - 8:45 PM**

Introduction of Master of Ceremonies and local comedian Jeff Smith, Keynote Speaker Howdy Holmes of Jiffy Mix, Presentation of Awards & Closing Remarks

The company wishes to thank event partners Northeastern University's Center for Family Business and the Merrimack Valley Chamber of Commerce, as well as FBA sponsors Cambridge Savings Bank, Tarlow Breed Hart & Rodgers, Wilmington Trust, Webster Bank, MPI Business Valuation & Advisory, and Moody, Famiglietti & Andronico, for their help in making this year's event such a success.

Now in its ninth year, the awards were envisioned as a way to celebrate and recognize the successes of Greater Boston's many family-owned businesses. From those just starting out to those who have farmed the same land for more than a hundred years, the awards recognize the grit and determination necessary to launch and build a business with family, and to keep that legacy going through subsequent generations.

Over the years the awards have come to encompass more categories and more geography, and now recognizes businesses throughout the state, with plans to expand into New England. This year the awards will honor businesses in eight categories:

**Small Business of the Year** Fewer than 50 employees, and has multiple generations working for the business or has successfully transitioned from one generation to the next.

**Medium Business of the Year** Between 50-150 employees, and has multiple generations working for the business or has successfully transitioned from one generation to the next.

**Large Business of the Year** More than 150 employees, and has multiple generations working for the business or has successfully transitioned from one generation to the next.

**First Generation Business of the Year**  
Family ownership with no generational transition.

**Community Excellence** A business that has demonstrated philanthropic excellence.

**Endurance** A business that has overcome significant adversity.

**Edward D. Tarlow Marketing Excellence Award** A business that has demonstrated unique creativity and marketing.

**Regional Family Business Advocacy Award**  
Chosen by the executive directors of the FBA.

## THE MFA COMPANIES



C O M P A N I E S

The MFA Companies is a versatile, competency-driven organization made up of six distinct entities with over 160 members and 38 partners. Our professionals have extensive experience serving family-owned businesses and are dedicated to helping owners and their families design and implement organizational and financial strategies in alignment with both their business and personal objectives.

Day-in and day-out you will find the MFA team working hand-in-hand with customers on a wide variety of strategic matters all with an eye toward helping them to create an economic platform that fosters competitive advantage, stimulates growth and allows them to create a vibrant future for themselves and their family.

MFA's core offerings of tax, audit and business consulting are enhanced by a unique suite of specialized practices, including wealth management, retirement plan advisory, M&A advisory, valuation, internal controls, fraud and forensic accounting and professional staffing.

We would love to meet you and learn more about your business and personal life goals, aspirations and dreams. Please contact us directly at (978) 557-5325.

## WILMINGTON TRUST



Wilmington Trust, Part of the M&T Bank Family: Wilmington Trust is a premier provider of wealth and institutional client services for M&T Bank, one of the most financially sound and successful companies in the U.S. financial services industry. Through our Wealth Advisory business, we serve clients in all 50 states and numerous countries with sophisticated planning and wealth transfer strategies, investment management, trust, family governance, and family office services. With more than 100 years of fiduciary expertise, we manage relationships with a long-term view to help safe keep your family's legacy.

## WEBSTER BANK



Family-run businesses face unique challenges and opportunities; from managing generational succession, to navigating acquisitions and bringing in outside talent. At Webster Bank we understand. We've been serving businesses and institutions for over 80 years, and our experience with family businesses runs deep.

Our commercial team doesn't just structure deals, or provide services, or manage accounts. We customize comprehensive financial solutions. We're here, not just to address your financing needs, but to help you achieve both your business and personal financial objectives — which are likely more complex and more interrelated than ever before. We offer both sophisticated capabilities and professional expertise to assist with everything from growing your business and managing your personal wealth to optimizing your cash flow and mitigating your financial risk.

Since 1935, when we started as a family-run business, a lot has changed. From a small hometown bank, we've grown to become one of the largest banking organizations in the Northeast — one relationship at a time. Yet what we stand for has never changed. We believe trust must be earned and respect freely given. And we are committed to living up to your expectations.

For more information about Webster, including our latest annual report, visit us at [www.websterbank.com](http://www.websterbank.com).

## TARLOW BREED



Tarlow Breed Hart & Rodgers, P.C. is a full service law firm, with clients throughout New England, providing businesses and individuals with sophisticated legal counsel. The firm is unique in its ability to deliver comprehensive and high quality legal services normally associated with larger firms in a more cost-effective manner.

## ADVISORY BOARD



**Arthur Anton**  
Anton's Cleaners

Arthur C. Anton Jr. joined the family business after receiving a BA from Harvard University in 1981. In his role as COO, Arthur helps Anton's lead the dry cleaning industry in customer service and quality. It is not uncommon to walk into a store and see Arthur with his sleeves rolled up, teaching an employee how to properly press a garment. Arthur is deeply engaged with the communities served by Anton's Cleaners' 43 store locations and its Caring Partners programs. A frequent visitor to all the stores, Arthur leads by example with customers and employees as well as his dedication and involvement with the company's two charitable programs, Belle of the Ball and Coats for Kids.



**Steven Aronson**  
Aronson Insurance

Steven is a third generation insurance professional. His insurance career started with his father in their small, family insurance agency in 1975 after graduating from the University of Massachusetts at Amherst with a Financial Management degree. He is a licensed insurance agent/broker/producer in 12 states and holds the professional designation of Certified Insurance Counselor.



**Jessica Bettencour**  
Klem's

Jessica Bettencour is the third generation president of Klem's in Spencer. Klem's was founded in 1949 as a tractor dealership and over the years added everything from apparel and gifts to hardware and pet supplies. It's currently 75,000 square feet and employs over 80 people. Jessica is a graduate of Assumption College in Worcester. She started in the business as a young girl and worked through school as a cashier, then later had positions ranging from receiving, purchasing, marketing, office manager and president of the company.



**Phyllis Godwin**  
Granite City Electric

When Phyllis Godwin took over her father's electrical supply business in 1973 the company had one store in Quincy, Massachusetts. Three decades later, Godwin has transformed Granite City Electric Supply into a regional outfit with fifteen stores around New England and nearly 200 employees. Last year, she says, the company posted revenues of \$60 million. Godwin has managed to do it all, while fending off the challenges posed by do-it-yourself behemoths like Home Depot and dealing with the conflicts that dog a woman of her generation trying to succeed in business.



**Donna Kelleher**  
Next Generation Children's Centers

Donna Kelleher is the CEO and founder of Next Generation Children's Centers, which operates 10 early education schools in Massachusetts. Donna is involved in numerous charities and advisory boards including the Family Business Association Advisory Council, Better Business Bureau of Southern New England and a is cooperater for Middlesex Savings Bank. She has received numerous awards as a woman-led business, including Top 100 Women Led Business in 2012 from the Commonwealth Institute and Business Leader of the Year from the MetroWest Chamber of Commerce in 2013. She is proud of her 600 employees – 13 of whom are family members – and the education they provide to NGCC's 2,000 children each day.



**Michele Kolligian**  
Distributor Corporation of New England

Michele Kolligian is the senior vice president and treasurer of distributor corporation of New England, established by her late father and uncle and now owned and operated by Michele, her two sisters and brother. The company is the exclusive distributor of Carrier Air Conditioning throughout New England. An art history and theater major at Lake Forest College, Michele joined the company in 1981 at the encouragement of her father, in order to gain some business knowledge before setting out to pursue her passion in the arts.



**Carolyn Stimpson**  
Wachusett Mountain

Carolyn serves as a member of the board of directors at their 5th generation family-run Polar Beverages Company and as vice president of Wachusett Mountain Ski Area, and president of MTNside Ski & Ride; the combined companies employ over 2100 people. She, along with her four brothers, Ralph Crowley & Chris Crowley at Polar and Jeff Crowley & David Crowley at Wachusett are responsible for building both companies into industry leaders. With \$400 million in sales, Polar is the largest independent soft drink bottler in the U.S. and the market share leader in seltzers.



**Al Rose**  
Red Apple Farm

Al Rose received degrees from Boston and Cornell Universities. His Master of Science degree in Agricultural Economics thesis is titled “The Family Farm and Direct Marketing: Adapting to an Urbanizing Environment.” Al serves on the boards of the Massachusetts Fruit Growers Association as past president, the Johnny Appleseed Trail Association as tourism chairman, and the Family Business Association of Massachusetts Advisory Council.



**Timothy Warren**  
The Warren Group

Timothy M. Warren, Jr. is the chief executive officer of The Warren Group, a publishing and information services company with a 145-year history of collecting and publishing public records. The flagship product of the company is the real estate newspaper Banker & Tradesman, which was established in 1872. The company, now in its fourth generation of family ownership, compiles and maintains a complete history of sales and mortgages history for properties throughout New England. More recently the company expanded to begin data collection operations in other states including New York, Virginia and Colorado.



**Deborah Zildjian**  
Zildjian

Debbie Zildjian joined Zildjian in 1980 as safety director, focusing on improving the manufacturing environment. Debbie initiated the company’s apprenticeship programs for R&D and other critical craftsmanship positions and was actively involved in the ISO 1001 quality certification in 1995, which was the first time a company in the percussion industry had obtained the prestigious ISO 1001 quality certification. To this day, Zildjian remains the only cymbal company to have received this honor.

## EXECUTIVE COMMITTEE

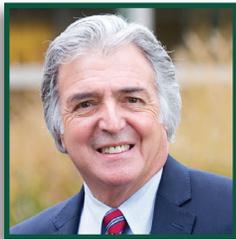
The FBA's Executive Committee have since the organization's founding in 2008 helped define the FBA's vision and execute its mission. They were the judges for this year's Family Business Awards and will continue to be involved as the Association expands its offerings and geography under The Warren Group's stewardship.



### **Edward D. Tarlow**

Founder & President, Family Business Association  
Shareholder, Tarlow Breed Hart & Rodgers, P.C.

A founding member of Tarlow Breed Hart & Rodgers, P.C., Ed has held a key role in the firm's development and increasing expertise in the areas of taxation, business law, and estate planning. Ed specializes in assisting clients with tax-efficient estate planning, multigenerational wealth transfers, business succession planning, charitable planning, gift and income tax planning, and estate administration. Throughout his practice of almost 53 years, family businesses have been the cornerstone of his practice.



### **Albert A. DeNapoli**

Founder and Executive Director, Family Business Association  
Shareholder, Tarlow Breed Hart & Rodgers, P.C.

A member of the firm Tarlow Breed Hart & Rodgers, Al concentrates his practice in all areas of civil litigation, having tried numerous cases before judges and juries. Al's focus involves complex business matters, primarily involving contract disputes and business governance issues. He also has a broad depth of experience in family and probate law. He is the chairman of the firm's Hospitality Practice Group, which offers legal assistance from leasing to franchising and licensing for a diverse clientele which includes local restaurants and lodging businesses as well as nationally known chains.



### **Brian Nagle**

Founder & Executive Director, Family Business Association  
Managing Director & Wealth Manager, First Republic Investment Management Inc.

Brian joined First Republic in September of 2013. In his role at the firm he specializes in the design and management of equity and balanced portfolios for ultra-high net worth individuals, trusts, endowments, and foundations. Prior to First Republic, Brian was a vice president and senior portfolio manager at BNY Mellon Wealth Management. He has taught estate planning and wealth preservation courses as an adjunct professor for the masters of science in taxation program at Suffolk University's Sawyer School of Management for more than a decade.



### **Jeffrey S. Davis**

Treasurer, Family Business Association  
Partner, Gray, Gray & Gray, LLP

Jeff joined Gray, Gray & Gray, LLP in 1999 and was elected partner in 2012. In addition to co-championing their Energy Practice Group, he also serves as Director of the FuelExchange™, the firm's merger and acquisition service established especially for energy companies. Jeff's extensive experience in accounting and taxation allows him to provide guidance to his clients that goes beyond simple compliance, and to advise them on matters such as entity structure, benchmarking analysis and banking relationships.



### **Cathy Watson**

Vice President, Family Business Association  
Associate, Tarlow Breed Hart & Rodgers, P.C.

Cathy joined the firm as an Associate in 2011 and concentrates her practice in the areas of estate planning, estate administration and probate litigation. She formerly worked as private counsel for the Children and Family Law Panel for the Committee for Public Counsel Services. Prior to practicing law, Cathy worked for a nonprofit organization managing international adoptions with Russia and Lithuania.

**FAMILY BUSINESS  
ASSOCIATION  
AWARDS** 2017  
FOR MASSACHUSETTS

FINALISTS



**Alvin Hollis** South Weymouth, MA  
Fifth Generation – Laura Bicknell Carbone  
Founded 1871  
*Fuel delivery, plumbing, heating and air conditioning service*

When Alvin Hollis made his first delivery of ice to a neighbor's home in Weymouth, Massachusetts in 1871, he had no way of knowing that it was the initial step toward building a company – and a legacy – that would still be serving homeowners on the South Shore nearly 150 years later. Today, Alvin Hollis, Inc. is still reliably making deliveries, still seeing to the comfort and safety of its neighbors, and still a part of the family.

Now run by fourth-generation Jim Bicknell, the company's president, and fifth-generation Laura Bicknell Carbone, vice president, Alvin Hollis has evolved and expanded over the decades to meet the changing needs of the communities it serves. From a horsedrawn wagon delivering ice, then wood, hay and coal, the company made the transition into heating oil, air conditioning and plumbing services. At the same time the Alvin Hollis footprint expanded from its Weymouth roots to encompass neighborhoods across the entire South Shore region, from Quincy to the Cape Cod Canal.

The Alvin Hollis delivery and service vehicles are a common site on the highways and streets of the South Shore. It is all part of the company's purposeful commitment to being available and accessible for their customers. And a sign that Alvin Hollis is in it for the long haul.

"Other companies come and go. Maybe they have a down year and close their doors. Or they sell out to a giant conglomerate from outside the area, who does not understand the South Shore," says Laura Bicknell



Carbone. "But we're not going anywhere. We're going to be here for our customers in all along the South Shore."

Being a family business gives Alvin Hollis the latitude to treat customers like family. Examples of this abound. During the Blizzard of '78, with roads made impassible by snow drifts, the company delivered heating oil to customers via snowmobile. When a severe cold spell lingered through the winter of 2014, Alvin Hollis practically shut down its non-heating business segments to put all hands on deck to make sure customers were warm and secure.

The company continues to introduce its customers to technology-driven home comfort solutions and systems such as ductless mini-split heating and cooling, programmable Wi-Fi thermostats, energy efficient heating and air conditioning systems, and renewable energy alternatives. This includes a commitment to Sulfur-Free BioHeat fuel, one of the most advanced and ecologically friendly developments in the home heating industry in a century.

After successfully sustaining a thriving family business for five generations, the future looks bright for Alvin Hollis. Laura's son has begun working for the company during school vacations – perhaps the first steps toward extending the Alvin Hollis legacy into an astounding sixth generation. Stay tuned!



Husband and wife team Salvatore DeFranco and Dana DeFranco opened Battle Grounds Coffee in Haverhill last year, just three days after their wedding.

The two began their first-generation family business focused around what they knew best – coffee. Blending the old with the new, the pair crafted the company’s name and mission statement with a nod to Salvatore’s former career as a Navy SEAL. Centered on “country, community, coffee,” Battle Grounds Coffee actively works

to support the veteran community by hosting events, maintaining a veteran hiring preference and donating goods, services and time to veteran organizations.

The company has also acted as a pillar in the community, uniting different groups for discussion by hosting several town hall meetings where neighborhood organizations have met with law enforcement and local politicians to discuss the needs of their communities. The café has also housed state-level events with Massachusetts Lt. Gov. Karen Polito, U.S. Rep. Niki Tsongas, State Sen. Kathleen O’Connor Ives, State Rep. Brian Dempsey and Haverhill Mayor James Fiorentini, along with many city councilors, educators and other community organizations.

Although young in its incorporation, the business is making a name for itself on the restaurant/ café frontlines, serving 180 customers a day in

## **Battle Grounds Coffee** – Haverhill, MA

First Generation – Salvatore DeFranco and Dana DeFranco  
Founded in 2016

*Restaurant/Café*

Haverhill, and looking to expand to a second location. Battle Grounds is currently involved in lease negotiations for its next location with the intention to be operational by March of 2018. The DeFrancos aim to open five stores by the end of 2023.

Salvatore and Dana have developed the drink menu based on the requests and needs of their customers. The success of the food menu has surpassed their expectations, now accounting for a substantial percentage of the company’s revenue. To keep up with customer needs, Battle Grounds prides itself on a strategy of innovation. The company consistently adapts its menu to follow the seasons, experimenting with new offerings that are trending in other parts of the country. The company also ensures it treats employees like family and encourages all staff to take part in product development.

Battle Grounds has worked with local craftsman to create a unique interior space that is purposeful and inviting. All of the furniture has been custom-made to fit the design needs of the couple’s brand and vision.

The company has received numerous awards and recognitions in a small timeframe, including the Merrimack Valley Chamber of Commerce Annual Small Business Award, Veterans Category Speaker at the Merrimack Valley Chamber of Commerce Annual Next Generation Leaders Conference and Speaker at Merrimack Valley Chamber of Commerce Annual Women in Business Conference.



**Burr Remodeling** – Plymouth, MA  
First Generation – Bob Burr and Dave Burr  
Founded 1993  
*Residential General Contractor*

In its first generation of family business, Burr Remodeling was started by Owner and Project Manager Bob Burr, joined by Dave Burr.

Bob has been working in the remodeling industry since 1985 and knew right from the start that his passion was to own his own business. While attending college courses at night for architectural engineering, Bob honed his carpentry and construction skills by day working for a full-service construction company. As he continued his education with a focus on business, Bob started Burr Remodeling in 1993 by working out of his home, and completing small jobs for a handful of friends and family, which evolved into many word of mouth referrals.

Over the years, Bob has built custom homes, additions, kitchens and baths, as well as many commercial projects. He has always enjoyed the challenges that come with remodeling a home or business, but mostly it's the satisfaction and gratitude he gets from his clients that's most rewarding for him. Bob credits the success of his company to hard work and the ongoing training and education that he enjoys and instills in his team. Also, his hands-on, teamwork approach to project management and customer satisfaction builds trusting, lasting relationships with his clients.

Dave Burr, lead carpenter, is also an integral part of the Burr Remodeling team. He started with the company in 2001 as an apprentice carpenter. He has trained and worked his way up to a lead carpenter position. Dave has many years of carpentry and tiling experience and has developed into the company's kitchen and bath specialist. He continues to expand on his experience and improve on his skills by attending ongoing trade seminars and classes. Dave's meticulous workmanship and thoroughness on the job makes homeowners feel confident and at ease when he is on their project. He knows how to manage a project effectively and consistently exceeds the expectations of the company's clients.

Burr Remodeling prides itself on professionalism, trust and reliability in an industry that is not always known for these attributes. The company was awarded a Top 550 Remodeler Company in 2015 and 2016 and has received the Best of HOUZZ awards for 2015, 2016 and 2017.

As a company, Burr Remodeling invests in its employees' education and stays up-to-date on current products as well as the latest installation practices. It has grown, not just in number of employees, but also in the benefits it offers. The company offers competitive salaries with vacation and holiday pay, as well as health, dental and vision care. It also has a retirement plan with company contribution and a profit share system in place.



Cape Cod Shipbuilding Co. began with two brothers building wagons and wagon wheels. The invention and propagation of the rubber tire put a stop to their enterprise, and they decided to switch gears entirely by building boats. They built skiffs and large ferries, all on the shores of Wareham. After 1920, a new owner took control of the company and quality began to dip. It was then that Les Goodwin – a boat dealer from New Jersey – traveled to Wareham. He learned that the company was teetering on bankruptcy. He and his wife packed up everything, moved to Wareham, bought the company by assuming its debt, and lived for a time in the office.

World War II found CCS making boats for the war effort. It was this enlistment and collaboration with the military that led to CCS to procure fiberglass, a revolutionary material.

After the war, CCS pioneered fiberglass boat construction and upended the industry by proving that this new material could surpass traditional wooden boats by virtue of its versatility and longevity.

When Les' son Gordon took over the company in 1979, he found it crucial to keep his employees working year-round. CCS began ramping up its storage and repair businesses. Whereas most boatyards lay off people in the downtime, Gordon thought it essential to maintain a full-time staff so as to keep their skills and trade knowledge sharp. Today, new boat building, storage and repairs each account for a third of revenue.

Gordon's daughter Wendy took the reins from her father in 1998 and though they still build boats much as they did since the 1950s, some things have evolved. In the past 15 years, the company has begun expanding its overseas client base.

"With the use of the internet, we have widened our customer base to France, Canada, Chile, Norway. Some of our boats sail away from our dock. Others are loaded into containers and shipped across the world," says Wendy.



**Cape Cod Shipbuilding** - Wareham, MA  
Third Generation – Wendy Goodwin  
Founded in 1899  
*Sailboat building and repair*

This broader reach, coupled with superior manufacturing techniques, make it fairly likely that one will see CCS's iconic Bullseye wherever sailing enthusiasts and water mix.

Some such enthusiasts were members of the Kennedy family. Wendy mentions a few of her well-heeled customers by saying, "we have built boats for Gov. Weiker of Connecticut and while delivering his boat, I had lunch with Diana Ross. We built boats for Caroline Kennedy, Eunice Shriver and Ted Kennedy. In that process I launched a boat with Eunice's then son-in-law, Arnold Schwarzenegger." She's quick to add, though, that "although their accomplishments and fame far exceed other Cape Cod customers, they still had to wait for their boats to be built. We never move one customer ahead of another."



### **Glancy Crane Rental** Avon, MA

Founded 1912

Fourth Generation – Samantha Glancy  
*Residential General Contractor*

Glancy Crane Rental is a 105-year-old company based in Avon, Massachusetts that boasts a union-oriented heritage that began with Boston's brewery industry. William H. Glancy started the family business through the use of his technical understanding of rope, block, and tackle. Thanks to simple word-of-mouth advertising, as well as having their name hang above various construction sites all over Boston through the decades, they've grown alongside the city. From hoisting flag poles for the City of Boston during the Great Depression, to relocating the Hood Milk bottle from Fenway Park to Fort Point, and even being enlisted to help transport the giant sea turtle Myrtle to her new tank at the New England Aquarium, Glancy Crane has helped lift Boston up to where it is today.

The company now employs 25 people full-time, including Teamsters Local 25 and crane operators from Local 4. They have a fleet that comprises six cranes – one of which can lift 275 tons – four boom trucks, eight heavy pickups, and four straight trucks. And when the job calls for it, they're no strangers to rigging a load for a helicopter lift.

While Boston's building boom is naturally partly responsible for Glancy's growth, the true drivers of



the company's success is the reputation it has in its industry and the increased demand for union work over the years. Samantha Glancy is the woman at the helm and she attributes this respect to her team that, whether they're family or not, works as hard as they can to make the company better with every job.

"I've been told over the years that the Glancy brothers treat the 'guys in the gang' like equals," she says.

"They've been in the union themselves and have worked their way into management. The guys have a lot of respect for the Glancys, and the Glancys have a lot of respect for the guys. Without both aspects, there would be no company. We work as a team, we succeed as a team, and we learn as a team."

And like any family – whether they're related by flesh and blood or function and business – that works together, they need time to enjoy each other's company off-the-clock.

"Each year, Glancy holds an annual field trip for the Horace Mann School from Dorchester," says Samantha.

"We set up cranes, lifts, and other heavy equipment for the kids to explore under the supervision of the operators and licensed personnel. Honestly, I don't know who enjoys it more – the guys or the kids. The day is something we look forward to every year." She adds, "The last thing I want is for people to dread to come to work. My father always said, 'You better enjoy what you're doing – it's only for the rest of your life.'"

# KAPLAN

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## CONSTRUCTION



Founded by Ken and Cathy Kaplan in 1976, Kaplan Construction has been steadily raising its profile in the contracting and construction management arenas thanks to its client-centered philosophy.

Using money received as a wedding gift, the Kaplans invested in a table saw and a used filing cabinet. For the first 20 years or so, they focused on developing a specialized, smaller-scale construction firm. As they slowly and carefully expanded, the Kaplans began to take on larger projects. They grew the company conservatively, not over-extending themselves and being judicious with the projects they undertook. Today, the firm is well into its second generation, a transition led by their daughter Jane Kaplan Peck and her husband Nathan Peck. Together they have leveraged the business' previous success into an 80 percent growth in volume.

Today, Ken has moved into the role of chairman of the board and Cathy to senior advisor. The period of transitioning from one generation to the next was far more than a simple turning-over of the keys; Ken and Cathy had requested that Jane and Nathan garner a minimum of five years' experience working outside of the company so as to broaden their perspectives if and when they did join the family firm. During this time, Jane was an assistant project manager at Shawmut Design and Construction and a project assistant and analyst at Leggat McCall Properties.

### **Kaplan Construction**

Second Generation – Jane Kaplan Peck

Founded 1976

*Construction Management*

Nathan worked at Turner Construction in Boston as a senior project manager before joining Kaplan.

After a three-year transition which ended in 2014, Jane was granted majority ownership and promoted to COO. Nathan was promoted to president.

When her family's firm was certified as a Women Business Enterprise by the state of Massachusetts in 2014, Jane said, "my vision for Kaplan Construction as a Women Business Enterprise is twofold: to continue to service our clients in the personal and professional manner we have in the past, and to participate in new opportunities with potential clients who are seeking to meet their own diversity objectives."

She's been making good on this statement. In the three years since, Kaplan has become a \$30 million firm that employs 34 people and there's no sign of slowing down with their commercial, industrial, institutional, and multi-family housing portfolio.

Their presence in Boston's construction industry is matched – perhaps even surpassed – by their reputation as a champion of their hometown of Brookline.

One such example of their community commitment is the Brookline Teen Center, whose mission is to develop and empower diverse leaders who will enrich the Brookline community. Kaplan dedicated years of pre-construction planning toward this endeavor. Ken has served on the Town of Brookline's building commission for more than a decade.

Jane is on the board for the Brookline Community Mental Health Center, where she sits on their finance committee and was the co-chair of the Believe in Brookline Kids gala. Nathan is a member of the Brookline Building Commission, the Brookline Community Foundation's Building Committee, and also sits on the board of directors for the Brookline Teen Center.



**Robert B. Our Co. Inc.** Harwich, MA  
Second generation – Christopher Our, John Our &  
Hope Our Cleary  
Founded 1957  
*Construction site development and maintenance*

A family business, built on trust – that’s the Robert B. Our Company motto.

The team is made up of knowledgeable, experienced construction and engineering professionals. By coupling their deep expertise with commitment and caring, team leaders have become trusted advisors to developers, general contractors, and municipal engineers.

The firm was founded in 1957 by Robert B. Our Sr. and his wife Joan, who ran the administrative side of the business. Over the decades, he built a reputation of trust with his customers, and a strong value system and work ethic in his children. Today his sons Christopher and John and daughter Hope run the family business. They’re working to build on the heritage created by their father and mother while expanding the company’s strengths and services.

Chris has been in the family business since he was a toddler. He spent his childhood learning the trade – and the value of hard work – from his dad, the founder of Robert B. Our Co. Growing up in Harwich, he was fascinated by every aspect of his job, big and small. As a result, he’s certified in multiple disciplines.

Today, Chris is responsible for overseeing the operations for his company, from banking to insurance to bidding. But if he’s needed in the field, he can also be found at the controls of a crane or an excavator. No matter where he is, Chris never loses sight of what matters most – his customers – and their satisfaction with the work his company provides.

Before most kids his age had a driver’s license, John was training professional drivers how to use pump trucks. From his first day on the job at age 15, John learned from his dad the importance of being trustworthy and fair, and the kind of work ethic it took to exceed a customer’s expectations. John has spent his entire career living up to that advice, and today he’s passing that wisdom on to the next generation of the family business. Their sister Hope continues to work in the main office and is in charge of scheduling.

John is more comfortable in the field than behind a desk, and the best part of his day is spent with his customers and his crew. His focus is on the commercial side of the business, primarily in the lower Cape, and he oversees several water main and sewer projects at a time.

The company has greatly diversified since its founding, and has grown from five employees to 160, many of whom have worked for the company for more than 20 years. The Our Company began pumping septic systems and now has plumbing, mechanical and electrical divisions, and has worked on marine construction, wastewater plant construction and municipal water.

A strong believer in community involvement, the company is a supporter of the Family Pantry of Cape Cod, a corporate sponsor of the Cape Cod Baseball League and Big Brothers/Big Sisters of Cape Cod, and volunteers with Habitat for Humanity of Cape Cod.

Succeeding generations of the Our family – 13 family members so far – have assumed roles in the company and can be found in the office, field, and furthering their technical and business educations. Each works hard towards the same objective – making the company successful – and they leave their egos at home. Each will put his or her training and experience to work to fill critical roles as the Robert B. Our Co. evolves into the future.

# SAPERS & WALLACK

A mere 10 percent of family businesses survive into the third generation, and only three percent are still viable into the fourth. Sapers & Wallack is one such business that's dodged the "shirtsleeves to shirtsleeves in three generations" phenomenon, and they're preparing for the fourth.

In a time when insurance and financial services have become segmented, automated and homogenized, Sapers & Wallack moved in the opposite direction. This is due in no small part to the leadership of Aviva Sapers, president and CEO.

Over the 15 years of Aviva's leadership, the team at Sapers & Wallack has successfully navigated the straits of the recession and expanded upon the range of services offered. They've grown new divisions that focus on wealth management, charitable strategies, company wellness programs and risk management.

The first generation's mission was to grow the company beyond insurance to retirement plans. The 2nd generation, Bill Sapers and Norman Wallack, expanded upon this legacy by adding executive and group benefits. The third generation, Aviva Sapers and Ed Wallack, added wealth management and retirement advisory, as well as charitable strategies.

However, the lines and missions of the successive generations aren't clearly delineated; even at the age of 89, Bill Sapers has established the firm as a recognized industry leader in the charitable strategies field. He's a certified Chartered Advisor in Philanthropy, and frequently confers with nonprofits to secure donations and create cost- and tax-optimized solutions for donors.

The creation of a charitable strategies arm assists nonprofits in their fundraising efforts and enables wealthy individuals to donate more as their contributions are handled strategically.

**Sapers & Wallack Inc.** Newton, MA

Third Generation – Aviva Sapers

Founded 1932

*Financial Services*

The most recent major change that occurred this year under Aviva's leadership was the successful migration of their group benefits team to The Hilb Group of New England. This dramatically improved S&W's client service offering due to Hilb's large back office in HR and group benefits as well as their expertise in property and casualty insurance. They have also forged ahead with the development of an industry-specific, web-based customer relationship management system. This system was developed in a joint effort with National Financial Partners and is based on Salesforce software.

As mentioned above, S&W sold off a division this year. This has decreased both the number of employees and revenue by about 50 percent, but the plan is to build the remaining part of the company up to where it was previously and then exceed it. Property and casualty insurance has also been added to their list of specialties.

Part of S&W's core values is the importance of giving back and they donate annually. They also donate to charitable initiatives that their nonprofit clients commit to. Each time a client or an advisor refers new business to them, S&W shows their gratitude by making a contribution to a charity of the referring party's choice.

As an office, they also head out into the field and volunteer with organizations such as Cradles to Crayons, the Greater Boston Food Bank and Community Servings. They donate more than \$100,000 a year to charity, which is considerable given the fact that their firm consists of just 14 people. Pound-for-pound, they annually out-donate businesses many times their revenue by a wide margin.

S&W counts numerous family-owned businesses among their clients, and these clients work with them specifically because they understand first-hand what it means to be a family business who has navigated the associated challenges of generational transitions in their own company.



### **VERC Enterprises** Duxbury, MA

Second Generation – Leo Vercollone, president;

Paul Vercollone, vice president

Founded 1975

*Gasoline stations, convenience stores and car washes*

When VERC Enterprises was founded in 1975, it consisted of just one carwash. Gasoline services were later added to supplement income; the company now operates 28 retail convenience, gasoline, and cash wash locations in Massachusetts and Southern New Hampshire.

The first generation of the company was headed by Eugene Vercollone. Originally a produce buyer for Purity Supreme, he was 60 when he bought a carwash in Marshfield out of bankruptcy court. In that first decade, Eugene got the business up and running and brought his sons, Leo Vercollone, now president, and Paul Vercollone, now vice president, into the family business. When Eugene left, there were three locations. Under the next generation of leadership, the company refined its products and direction.

The company's growth has been fueled by its unwavering commitment to superior customer service. While much has changed since the first VERC location, what hasn't changed is the company's belief that excellent service comes first. Fully-stocked, clean, aesthetically-pleasing facilities offer a complete line of convenience and snack items, competitively-priced gasoline (Gulf and Mobil), and most with Dunkin Donuts. Customers are greeted with fast and friendly service, whether they are a one-time visitor or a regular.

VERC Enterprises has grown through a number of innovative, give-back-to-the-community programs,

including setting the ambitious goal of achieving a 20 percent level of IDD (intellectually developmentally disabled) employees. They achieve this through partnership with Best Buddies, ARC of Plymouth, and Massachusetts Commission for the Blind.

VERC Enterprises works closely with the communities it serves and is involved in a number of local causes. VERC partners with a number of agencies including ARC, Best Buddies, and others to bring their population into the workforce.

VERC Enterprises has been named employer of the year by ARC of Greater Plymouth, Mass Commission for the Blind, and is a multi-year recipient of awards from Best Buddies for the company's assistance in placing intellectually/developmentally disabled people in the workforce.

The company's vision is symbolized by a four-legged chair: The number one leg is the employee, the most important part of the company. Number two is the customer – well cared for employees will treat customers exceptionally. Number three is the community and the causes that the company supports, and number 4 is the vendors, which the company treats as partners.

Key members of the company serve on different boards. Several members of senior management are current and former board members of the New England Concierge Store and Energy Marketing Association; Leo has served as president of the association, Jim Fitzgerald serves on the legislative committee, and Barry Ahern is on the associate board. The company is also active in the National Association of Convenience Stores, serving on its board of directors and membership committee.

One of the company's most satisfying endeavors is the ability to impact people's lives in a positive way. The workforce is comprised of individuals representing 19 countries, many first-generation Americans, and the company strives to promote from within. VERC aims to give these diligent, thoughtful, dedicated employees the opportunity and tools to improve their lives.



Volante Farms began with Peter Volante in 1917, who established a large family farm in Newton. It was a “truck farm” – a farm that grew vegetables but transported them to off-site markets. Peter, his family, and a small cadre of employees took their produce to Boston’s Produce Market, which was located at Faneuil Hall. In the 1950s, Peter’s daughter Margie opened a farm stand just outside of their fields. By the late 1950s, the farm stand business had eclipsed that of their produce shipping business. In 1962, the farm was moved from Newton to Needham, in a plot of land that has been continuously farmed since pre-colonial days.

In 2011, Volante Farms consisted of 30 employees. Expansion began in 2012, and within five years staff has increased to 110 and revenue has increased four-fold. Now instead of Volante shipping produce into the city, Bostonians travel to them. Patrons can even eat dinner amongst the crops, thanks to Volante’s “Dinner in the Field” series.

A large part of their success is paradoxically due to a decline in produce sales. This declination sparked an idea to begin offering prepared foods. They tested the waters with ready-to-eat salad mixes, and their popularity encouraged the Volantes to expand their offerings. They installed a full kitchen as well as a deli in their new farm stand, which opened in 2012, and have also updated their greenhouses and fields to incorporate a number of resource-efficient strategies.

Many of these innovative strategies encompass the greenhouse: it’s heated by two condensing gas boilers that operate at 98 percent efficiency, it has radiant floor heating and a two-curtain heat retention system that prevents heat from seeping away during frigid Massachusetts winters. There’s a rainwater collection system that can capture 10,000 gallons of water, and they use ebb and flow greenhouse benches that evenly water plants and recirculate nutrients. This, combined with a century of farming, allows the Volante team to time their crops and

## **Volante Farms Needham, MA**

**Fourth Generation – Teri Volante Boardman**

**Founded 1917**

*Agriculture and horticulture*

have them ready precisely when they need them to be.

Despite how labor-saving and efficient these innovations may be, Volante Farms is still a sizable operation that requires many hands. As such, the family knows just how important their staff is and knows they wouldn’t be where they are today without them. This dedication to their employees is demonstrated by the leadership team’s decision to pay their staff during a nearly month-long period last summer when the farm stand had to close. Thanks to an outside contractor applying the incorrect type of floor sealant to its retail floors, the retail store was forced to shutter its doors while it solved the problem.

“We promised to pay our employees during this time even before we had confirmation of an insurance payout,” says fourth-generation Teri Volante Boardman. “My brothers and I know that loyal employees are our best asset and we couldn’t afford to lose anyone during the temporary shutdown. That act of faith definitely bonded us even closer to our employees because we publicly acknowledged that we would be nowhere without them!”

Along with faithful employees, Volante Farms garners favor from the community by pitching in to help local organizations. “Virtually every local organization that asks us for a donation gets one,” says Teri. “To kick off our centennial year, we had a charity pancake breakfast in which all proceeds went to Rosie’s Place in Boston. The first two weekends of the month we ask for customer donations of fresh fruits and vegetables, and then we match those donations the second two weekends of the month. Last year we set a new record and donated \$6,000 to Rosie’s Place!”

## *New England* **FAMILY BUSINESS** *Conference*

### **WEDNESDAY OCTOBER 25**

**8:00 A.M.**

Registration Opens

**8:00 – 9:00 A.M.**

General Registration, Networking  
and Continental Breakfast

**9:15 – 10:30 A.M.**

Breakout Sessions

**10:45 – 12:00 P.M.**

Breakout Sessions

**12:00 – 1:00 P.M.**

Lunch and Keynote

**1:15 – 2:30 P.M.**

Breakout Sessions

**2:45 – 4:00 P.M.**

Breakout Sessions

**4:15 P.M.**

Conclusion

The New England Family Business Conference is back again and we hope you're ready for an exciting day of education, networking, and celebrating your contributions to American businesses. We have an incredible lineup of speakers and panelists who will give you invaluable insight into the future of family business. We promise you will come away better prepared to face tomorrow's challenges today.

Presented by our media sponsor, The Warren Group, publisher of Massachusetts Family Business magazine and in partnership with the Family Business Association of Massachusetts, the New England Family Business Conference promises to be a valuable experience for family business employees, owners, and board members.

This year's conference features a fantastic keynote speaker – family business icon Howdy Holmes, president of “Jiffy” Mix Howdy will entertain everyone with anecdotes and lessons from his experience running one of the biggest and most family-friendly businesses in America. You will not want to miss his incredible story and sage advice on how to keep your business thriving as you navigate the ever-evolving business landscape.

The conference features numerous breakout sessions addressing a variety of topics crucial to family businesses, including panels on IT and cybersecurity, developing an effective succession plan, results of extensive survey of family businesses, and the value of using boards in your decision-making process.

Best of all, it's an incredible opportunity to celebrate your amazing achievements with fellow family business owners. Enjoy your time reconnecting with old friends, meeting new colleagues, and learning how to continue the success of your family.

## KEYNOTE SPEAKER



**Howdy Holmes**  
CEO of Chelsea Mills

After successfully competing in the world of motor sports for 20 years, Howdy returned to the family business in November of 1987. As a racecar driver, Howdy won championships, and was the Rookie of the Year at the Indy 500 in 1979. He competed in six Indy 500 events. When he retired in 1988, he held the best average finishing record of anyone who started more than four events.

As a businessman, Howdy operated a motorsports marketing company and an advertising company, which served the motorsports community. Holmes authored an award-winning book, "Formula Car Technology," and was a contributing writer for magazines and newspapers about racing. He was also one of the first color commentators on racing for ESPN.

Upon returning to JIFFY in 1987, Mr. Holmes led a transformation of the then-100-year-old family business. With the help of others, a professionally managed strategic vision was successfully introduced.

Today, known for their quality and value, JIFFY Mixes is uniquely positioned for the 21st century. JIFFY is the market-share leader in retail prepared baking mixes. In 2007, Chelsea Milling entered the institutional market, selling to mass feeders such as large hotels and prisons. The company is currently building a new mixing tower to service institutional and foodservice customers

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## 9:15 A.M. – 10:30 A.M. Breakout Sessions with panels (choose from one of two breakouts)



**Ted Clark**  
Executive Director  
Northeastern University

### Huntington 1

#### **Three Types of Succession, Ownership, Leadership, Power and Control**

*Presented by Ted Clark is the Executive Director of the Northeastern University Center for Family Business and Executive Professor of Entrepreneurship and Innovation.*

Succession is described as a process, but why then does careful planning and following the process often not yield the desired results? At this interactive program we will discuss three Types of Succession, factors that affect succession, and why even the most careful planning often doesn't result in success.

As part of this program we will: identify three types of succession in a family business, discuss factors that influence succession, and identify strategies to increase the opportunity for success.

Understanding the types of succession, and the forces that influence and cause them can help you to develop more appropriate and successful strategies for your family business.

### Kenmore

#### **The Power of Planning**

*Why business owners need viable and specific growth and transition plans, and practical strategies for putting them in place*

*Moderated by Mark J. Andersen, Head of Fiduciary Services, Wilmington Trust, N.A.. Panelists include: Bruce F. Hoffmeister, Director of Wealth and Fiduciary Planning Wealth Advisory Services, Wilmington Trust, N.A., Matt Allen, Associate Professor of Entrepreneurship, Babson College, James Mamary Sr., Founder and President of Royal Health Group, and James Mamary Jr. Executive Vice President of Royal Health Group.*

Together with Babson College's Institute for Family Entrepreneurship, Wilmington Trust recently conducted a survey of more than 200 owners of privately held businesses. Join us for an interactive panel discussion highlighting the research results and strategies for successful business change, diversification and transition.



**Bruce F. Hoffmeister**  
Director of Wealth and  
Fiduciary Planning  
Wealth Advisory Services



**Mark J. Andersen**  
Executive Director  
Northeastern University



**Matt Allen**  
Associate Professor  
of Entrepreneurship,  
Babson College



**James Mamary Sr**  
Founder & President  
Royal Health Group



**James Mamary Jr**  
Executive Vice President  
Royal Health Group

## 10:45 A.M. – 12:00 P.M. Breakout Sessions with panels (choose from one of two breakouts)

### Kenmore

#### **Continuing the Legacy: Preparing the Next Generation for the Family Business**

*Moderated by David M. Karofsky, The Family Business Consulting Group. Panelists include: Jacob Grossman, The Grossman Companies, Andrew Salmon, Salmon Health and Retirement and Ethan Becker, President, The Speech Improvement Company*

There is no better way to carry on the legacy of your family business than preparing the next generation to take it over. Unfortunately, statically speaking, only 1/3 of family businesses successfully continue through a 2nd generation. For a multitude of reasons, sustaining the legacy of the family business continues to be a challenge and arguably may get even tougher. In this panel discussion, you will hear from next generation family members about how they successfully continued the legacy of their family's business along with tips and best practices to prepare the next generation for a successful transition.



**David Karofsky**  
The Family Business  
Consulting Group



**Jacob Grossman**  
The Grossman  
Companies



**Andrew Salmon**  
Salmon Health and  
Retirement



**Ethan Becker**  
President, The Speech  
Improvement Company

**Huntington 1**

**IT and Cyber-security**

*Moderated by Christopher Mellen, Director Marcum Group. Panelists to include Konrad Martin, CEO and Director of Business Development, Tech Advisors, and Nate Gravel, Vice President-Information Security and IT, GraVoc.*

Your communications, your network, your data – it can be as much of the lifeblood of your company as your employees. Learn trade secrets and best practices in efficiency, clarity, cost, and fending off hackers and breaches from IT experts who also run family businesses.



**Nate Gravel**  
Vice President-  
Information Security and  
IT, GraVoc



**Konrad Martin**  
CEO and Director of  
Business Development,  
Tech Advisors



**Christopher Mellen**  
Director,  
IT Risk and Assurance  
Services

**12:00 P.M. – 1:00 P.M. Lunch and Keynote Speaker**



**Howdy Holmes**  
CEO of Chelsea Mills

**Huntington 1**

**Family Business: A Survival Guide**

*Keynote Speaker: Howdy Holmes, CEO of Chelsea Mills, a four generation family business and maker of Jiffy Mix products.*

Few family businesses are as well-known – and as its CEO puts it, “boring” – as Jiffy Mix products. And that is something Howdy Holmes, CEO of Chelsea Mills, a four-generation family business and maker of Jiffy Mix products, is very proud of.

Howdy’s story is a unique one and you can hear all about it at the 2017 Family Business Conference when he joins us as our keynote speaker. After a twenty-year career Indy car career where he was named Rookie of the Year at the Indy 500, Howdy returned to run his 100-year-old family business to re-energize the Jiffy brand and, most importantly, continue a long tradition of treating all of his employees like family.

## 1:15 P.M. – 2:30 P.M. Breakout Sessions with panels (choose from one of two breakouts)

### Kenmore

#### **Management Issues & Transitioning Family Businesses: Governance, Organization, Pay and Other Key Aspects for the Next Leaders**

*Moderated by Debra Drapalla, Regional President – Boston, Webster Bank. Panelists will include Thomas Davidow, founder and principal of Thomas D. Davidow & Associates, Geoffrey Wilkinson, Sr. and Geoffrey Wilkinson, Jr. of George T. Wilkinson, Inc. and Aviva Sapers, President and CEO, Sapers & Wallack, Inc.*

Family businesses undergoing management and ownership transition from one generation to the next face many issues within the family and amongst key non-family members contributing to the business. The family faces important topics such as the family business plan for this transition. Consideration must be made for conversations or previous agreements amongst the family members and others. Challenges are sure to arise and must be overcome. Family issues can interfere with sound family business decisions. Dealing with the soft side of the decisions from the lens of psychology and family counseling is important for a successful transition of the family business to the next generation.



**Deb Drapalla**  
Regional President,  
Webster Bank



**Thomas Davidow**  
Founder & Principal,  
Thomas D. Davidow &  
Associates



**Geoffrey Wilkinson, Sr**  
George T. Wilkinson, Inc



**Geoffrey Wilkinson, Jr**  
George T. Wilkinson, Inc.



**Aviva Sapers**  
President & CEO,  
Sapers & Wallack, Inc.

### Huntington 1

#### **Preparing for Tomorrow, Today: The Reality of Preparing and Executing an Exit Strategy, and the Importance of Viewing Managing Wealth as Your New ‘Business’**

*Moderated by Michael Radin, Attorney at Law , Tarlow, Breed, Hart & Rodgers, P.C , Panelists will include Laura Moruzzi and C.M. Macgowen of Moody, Famiglietti, and Andronico, Glen McElwee, Director, MFA Cornerstone Consulting's Valuation Practice, Karen Bressler, FBA Award Winner and Former CEO of AGAR Food Supply.*

This invaluable, interactive session will focus on the significance of developing a business exit strategy now and why it's equally important to begin establishing a plan for maximizing shareholder wealth. During the session, we will explore the intricacies, nuances and realities of formulating an exit strategy along with the planning and preparation required for a successful execution. We will also discuss managing expectations and pitfalls to avoid. Just as important as developing and successfully executing your business exit strategy is the need to plan for shareholder wealth well before the exit. During the second half of the session, we will identify a number of crucial areas to consider prior-to the sale of your business and why it's important to view managing wealth as your new “business.”



**Michael Radin**  
Attorney at Law,  
Tarlow, Breed, Hart &  
Rodgers, P.C



**C.M. Macgowen**  
Moody, Famiglietti, and  
Andronico



**Glen McElwee**  
Director, MFA  
Cornerstone Consulting's  
Valuation Practice



**Karen Bressler**  
Former CEO  
AGAR Food Supply



**Laura Moruzzi**  
Moody, Famiglietti, and  
Andronico

## 2:45 P.M. – 4:00 P.M. Breakout Sessions with panels (choose from one of two breakouts)

### Kenmore

#### How Advisors Will Guide You Through the Transition of the Family Business

Moderated by Deb Drapalla, Regional President- Boston, Webster Bank. Panelists will include Attorney Thomas Sheehan, Ken Kirkland, CPA, Ed Pendergast, Founder and President of Pendergast & Company LLC, and Aviva Sapers, President and CEO, Sapers & Wallack, Inc.

If you are currently transitioning your family business to the next generation or planning for the day when you will have to, hiring the right team of advisors is critical. From the company attorney, accountants, or independent member of an informal board, all bring a specific set of skills that are invaluable for a successful transition. Learn how to utilize their talents effectively to help ensure your transition is a successful one.



**Deb Drapalla**  
Regional President,  
Webster Bank



**Ed Pendergast**  
Founder & President,  
Pendergast & Company  
LLC



**Thomas Sheehan**  
Attorney  
Tarlow Breed Hart &  
Rodgers, P.C



**Kenneth Kirkland**  
CPA,  
Ed Pendergast



**Aviva Sapers**  
President & CEO, Sapers &  
Wallack, Inc.

### Huntington 1

#### The Importance of “Boards” in the Success of Your Business

Moderated by Caleb White, Senior Consultant, CFAR. Panelists will include Chip Johns – President of Butler Automatic and former CEO of Vanguard Sailboats, Engin Okaya – MD of Prudential Capital and board member at both Legal Seafoods and Polar Beverage, Mike Mulrain – CFO & COO of Polar Beverage.

Board of Directors, Board of Advisors, Peer Advisory Boards: Which is right for your organization, who should be participating and why. They are vital to the Strategic Direction of your company, and when maximized they can help drive your growth. They are particularly useful when your business is pivoting and undergoing major change. Hear from experts and successful business owners who have learned through experience to gain the utmost value from the appropriate board.



**Caleb White**  
Senior Consultant,  
CFAR



**Chip Johns**  
President,  
Butler Automatic



**Engin Okaya**  
MD,  
Prudential Capital



**Mike Mulrain**  
CFO & COO,  
Polar Beverage

## 4:15 P.M. Conclusion

# M | F | A

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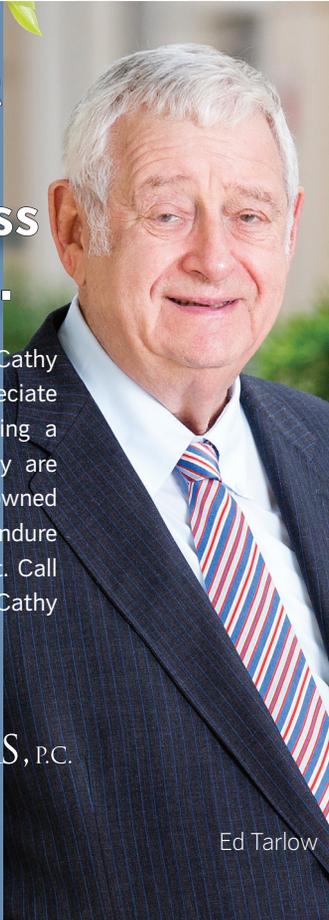
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Ed Tarlow, Al DeNapoli and Cathy Watson understand and appreciate the unique challenges of running a successful family business. They are dedicated to helping family-owned businesses grow, prosper and endure from one generation to the next. Call today to find out how Ed, Al and Cathy can help your family's business.

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*Counsellors at Law*  
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Ed Tarlow



Cathy Watson



Al DeNapoli



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We are pleased to be a sponsor of the Family Business Association.

call: **Debra Drapalla at (617) 717.6841**  
email: **ddrapalla@websterbank.com**



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**Building a business  
takes vision.  
And the right partner.**

At Wilmington Trust and M&T Bank, we're proud to support those organizations that create opportunity for businesses, large or small. That's why we offer both our time and resources and encourage others to do the same.

We are proud to support the Family Business Association.

**M&T**Bank



Rick Tyson  
617.457.2062 | [rtyson@wilmingtontrust.com](mailto:rtyson@wilmingtontrust.com)

[wilmingtontrust.com](http://wilmingtontrust.com)

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