



THE BERKOWITZ FAMILY

LEGAL SEA FOODS

On the hook: The seafood empire's head honcho, Roger (center), will likely one day pass the business on to his two sons, Matt (left) and Scott (right).

POWER 2016

FAMILY TIES

It takes more than money to build a dynasty. You need multiple generations of wisdom and work ethic to transform humble beginnings into powerful bloodlines. In business, real estate, politics, and more, these are the families shaping our city and our lives.

By *Julie Dugdale* / Portraits by *Webb Chappell*

Too often, people talk about our city's power players as an elite cabal of the über-rich. But in an ancient town like Boston, family names are worth far more than any *Forbes* ranking. Power, at its core, is about having a lasting voice that effects change, whether you were born into a stately Brahmin house or got your start pushing a souvenir cart outside Fenway. Many families on this list—all include at least two successive generations—first made their mark here decades or centuries ago:

a rags-to-riches tale of launching a business just to stay afloat only to reach unimaginable heights. Today, we know those humble beginnings as empires built on the inherited wisdom, work ethic, and ambition passed down from generation to generation. From our biggest money movers and development moguls to our most dedicated public servants and media pioneers, here are Boston's power families.

— POLITICS —
The Arroyos
Public Service

Felix G. Arroyo isn't sure whether his passion for social justice is a case of nature or nurture. Most likely, it's a little of both: Arroyo, the city's chief of health and human services and a former Boston city councilor, spent his childhood tagging along with his father, Felix D. Arroyo, at community meetings and events. The elder Arroyo was the first Latino to become president of Boston's school committee, the first to be elected city councilor at large, and the first to win a county office in Massachusetts, becoming register of the Suffolk Probate and Family Court in 2014. "I was filled with pride that my dad dedicated his life to opening doors that were not just closed, but sealed shut with Super Glue," the younger Arroyo says. "When

you follow someone who's a first, you start to realize that as important as it is to be the first, it's more important to not be the last."

— BEAUTY —
The Barsamians
The Belgrade Group

When people ask Michael Barsamian what he does for a living, he tells them he's a hairdresser. It's true: The 69-year-old still snips customers' locks every Saturday at his flagship Lord's & Lady's Hair Salon in West Roxbury. He just happens to own 26 other salons and spas across the region. Crown jewels include the upscale James Joseph salons on Newbury and at the W, Corbu at the Charles Hotel, and New York City's Mizu—not bad for a son of Armenian refugees who started with only five salon chairs in 1971. These days, Barsamian is also dabbling in real estate, most

recently a hotel development on Route 1, down the road from the proposed Wynn casino. If all goes well, Barsamian plans to relinquish his salons to his daughters and a son-in-law—though odds are he'll still keep his weekly shift behind the chair.

— REAL ESTATE DEVELOPMENT —
The Beals
Related Beal

Five generations of Beals have shaped Boston's skyline. Over the past decade alone, the family has had a hand in everything from the luxury Clarendon residential tower to the mixed-use Lovejoy Wharf development (home to Converse HQ); now they're in the process of creating the city's pioneering "workforce" housing complex, near North Station. But Bruce Beal Sr., the chairman of Related Beal, doesn't want real estate development to be his family's only contribution to the city—which is why he and his brother, Robert, invest in what they call "living legacies," endowing the first curatorship of contemporary art at the Museum of Fine Arts as well as a teaching fellowship at the Angell Animal Medical Center. "It's important to me to do things for the right reason," Bruce says. "It's not about having your name on a masthead or a list. And it's very easy to write a check. What's harder to give is your time. An institution is only as strong as its people."

— SEAFOOD —
The Berkowitz Family
Legal Sea Foods

Roger Berkowitz is thinking about coffee. The Legal Sea Foods president and CEO says he wants to bring the best brew in the world to his 34 restaurants, but the plan is hush-hush—at least for now. His focus on java might seem unexpected given that the Legal business is decidedly all about fish. But, Berkowitz says, "quality is in my DNA"—no matter what's on the menu. In 1904 his grandfather Harry founded a grocery store in Inman Square; nearly a half-century later, his father, George, opened an adjacent fish market, followed by a fish restaurant to meet customers' evolving (Continued on page 95)

ERMIÉ BOCH JR.
 President and CEO
 BOCH ENTERPRISES
 Come on down: The Boch family has outfitted generations of Bay Staters with new wheels.



| SPOTLIGHT |

Post-Gazette publisher and editor Pamela Donnaruma doesn't know what the future holds for her North End newspaper.

"What a thrill, what an exciting thing," Donnaruma says, before a sad note creeps into her voice. "But will the next generation want to do this? I don't think anyone in my family will want to do it."

Donnaruma's Italian-immigrant grandfather, James, founded *La Gazzetta del Massachusetts* in 1896, and her parents, Caesar and Phyllis, published it until she took over in 1990. The family-owned paper, which hasn't skipped an issue in 120 years, is still the weekly voice of Boston's Italian-American community. For decades, running it has been a labor of love. Donnaruma does it

●● Will the next generation want to do this? I don't think anyone in my family will want to do it."

partly because the big papers won't run the kinds of stories hers does—ones that focus on her community and emphasize positive news. Her father had a knack for using the paper to help Italian businesses succeed in a town that was rife with discrimination at the time. In fact, the last time Donnaruma stopped by Piantadosi Baking, she ran into the owner. "He said to me, 'We still have it hanging on the wall—that story your parents did on my father,'" she says. "Do you know how good that makes [me] feel when you see how big [Piantadosi] has grown?"

Today, the *Post-Gazette* offices are a living history of Boston's Italian-American heritage and the sweat equity the family put into becoming the voice of a neighborhood. But Donnaruma doesn't have any children to follow in her footsteps, and is unsure there's anyone—related or not—who will take over once she's ready to retire. "If you ever came in here, you'd look at these walls... There are just files and piles of pictures and things," she says. "I'm fortunate that I remember a lot of it, whereas the next generation won't. But I always [hope] somebody's gonna walk through that door and want to be part of this place."

END OF THE LINE?

After Pamela Donnaruma learned last spring that the Newseum, in Washington, DC, was going to commemorate her family's North End newspaper, the *Post-Gazette*, she immediately planned a trip with two writers to see the exhibit. When they finally laid eyes on the publication, displayed on the museum's wall as one of our country's oldest ethnic newspapers still in existence, they couldn't hold back the tears.

— MEDIA —
The Donnarumas
Post-Gazette

HOWARD & DAN KOH
PUBLIC SERVICE

Dan Koh (right), Mayor Marty Walsh's chief of staff, learned everything he knows about public service from his dad, Howard, who served in the Obama administration.



needs. It was a lesson in adaptability that Berkowitz still considers essential today. "Where and how people are eating today is different, so we study that," he says about the future of his dining empire. "Millennials and Gen X and Yers are different than aging boomers and seniors. It's incumbent on us to be respectful and pay attention to that." Bets on a fleet of Legal food trucks, anyone?

-AUTOMOTIVE-

The Bochs

Boch Enterprises

Getting canned might have been the best thing that ever happened to Ernie Boch Jr.—mostly because it was at the hands of his father, who wasn't too impressed with his management skills. "He called me in and fired me," Boch says. "Fired me! Twice, actually!" It was just what the young Boch needed to find his groove as an auto salesman before eventually ascending to Automile royalty in Norwood (where he owns an estate apart from his homes in Martha's Vineyard, Florida, and the West Indies). These days, though, the third-generation Boch auto empire looks a little different than it did in Ernie Sr.'s time: Junior recently unloaded Honda and Toyota from his portfolio, though he's hanging on to Ferrari, Maserati, and his lucrative Subaru outfit. Those dealership sales, he says, will give him more time for his charity, the Music Drives Us Foundation.

-SPORTS-

The D'Angelos

'47 Brand

They call him the "Mayor of Fenway Park." At 89, Arthur D'Angelo presides over every Red Sox home game and still works at his Yawkey Way souvenir store, greeting fans from his baseball-glove-shaped chair. It all started in 1947, when he and his twin brother, Henry—who emigrated from Italy when they were 12—started peddling Sox pennants outside the ballpark. Seven decades later, Arthur's four sons now produce team hats, apparel, and souvenirs in partnership with the MLB, NBA, NHL, NFL, and more than 650 colleges. "When we were real young, we would go straight

IT'S ALL RELATIVE... UNTIL IT'S NOT

Three public family feuds that have probably made for an awkward Thanksgiving dinner or two.

GROCERY GRIPES

The Demoulas Cousins

Family Legacy
Market Basket, the most notorious name in New England supermarket history, traces its roots to 1917, when Greek immigrant Athanasios "Arthur" Demoulas opened a small shop in Lowell that sold fresh lamb straight from a local farm. Flash-forward two generations, and the company is doing some \$5 billion in sales—more than enough money to trigger a family fracas.

The Conflict
For more than 15 years, cousins Arthur "Artie" T. Demoulas and Arthur S. Demoulas (both named after their grandfather) squandered part of the family fortune in a winner-take-all duel for control of the grocery dynasty. Tensions reached a head in 2014, when Arthur S. removed his cousin as CEO, sparking a two-month strike by supermarket employees and customers. The company lost about \$580 million in sales.

The Outcome
Artie T. resumed control of the company's 70-plus stores by buying out his cousin for an estimated \$1.6 billion. Shelves are fully stocked once again.

THE DEPTHS OF DEBT

The Haseotes Family

Family Legacy
With nearly 600 locations along the East Coast, Framingham-based Cumberland Farms is one of the country's largest family-run convenience-store chains. It dates back to 1939, when Vasilios and Aphrodite Haseotes bought a cow, a calf, and a farm in Cumberland, Rhode Island. Now, two generations later, grandson Ari's leadership as CEO has propelled the billionaire clan onto the *Forbes* 2015 list of America's wealthiest families.

The Conflict
Before Ari stepped in and took the helm, the previous Haseotes generation weathered a decade of litigation. In the 1980s, Ari's uncle, Demetrios, borrowed money from the company to go it alone and purchase an oil refinery—a disastrous move that was a major factor in the family business's 1992 bankruptcy filing.

The Outcome
Cumberland's creditors forced Demetrios out, and by 1998 the debts were repaid.

DADDY-DAUGHTER DANCE

The Redstones

Family Legacy
In 1938, Michael Redstone started out with a single drive-in movie theater. His son, Sumner, turned it into a global media empire. Today, the 92-year-old mogul is worth more than \$5 billion and controls 80 percent of Norwood-based National Amusements, which owns Viacom (Paramount Pictures, Comedy Central, Nickelodeon, and more) and CBS television. Sumner's locally based daughter, Shari, a 61-year-old divorced mother of three, owns the remaining 20 percent of the company.

The Conflict
Years ago, Shari was the heir apparent. But now things aren't so certain. As Sumner's health worsens, Shari will likely face a legal battle with company executives to determine the fate of her family's kingdom. If Shari is anything like her father—he's famously claimed that he plans to live forever—chances are she'll fight to the death to keep the Redstone legacy alive.

The Outcome
To be determined.

to Fenway after school, ready to work," says co-owner Steven D'Angelo. "Though success can start from something as small as a souvenir cart, if you're lucky enough to be surrounded by family who support your business...you're already most of the way there." Helping get the D'Angelos the rest of the way was Mayor Tom Menino, who christened a street adjacent to Fenway "Arthur's Way" in 2013.

- REAL ESTATE DEVELOPMENT -
The Drukers
The Druker Company

Boston during the early 20th century could be tough for a Jewish businessman, says real estate titan Ron Druker: "Especially in those days [when] people were isolated from the community." But Druker's Scottish-immigrant grandfather, John, helped bridge that gap by earning the

respect of powerful financiers such as the Bank of Boston, John Hancock, and "other institutions that maybe weren't so friendly to people outside of their world," Druker says. Notably, he developed the Braemore and Kenmore hotels, after which Kenmore Square is named, and helped found Beth Israel Hospital. Two generations later, his grandson Ron, who's worth hundreds of millions of dollars, still runs the business on its sterling reputation, to the point that the Druker Company doesn't have—or even need—a website. "We've been honored by people who know what we do and how we do it," Druker says. "That's thanks to the integrity of my grandfather."

- REAL ESTATE DEVELOPMENT -
The Epsteins
The Abbey Group

The family that plays together stays

together. Just ask the Epsteins of the Abbey Group, a development firm with a deep presence in the Fenway and Downtown Crossing. Whether they're rooting on the Celtics at TD Garden (founder and CEO Robert Epstein is one of the team's managing partners) or hitting the slopes in Vermont, where the clan owns homes next to one another, all of that bonding outside of the office has clearly paid off. The company now counts Fenway's Landmark Center and Viridian tower—not to mention Downtown Crossing's 45 Province luxury condos—among its most notable buildings. "We're proud of those projects, and that we took an early interest in helping revitalize those neighborhoods," says managing partner Audrey Epstein Reny. "We seem to find our best inspiration and do our best work when we are together."

- FINANCIAL SERVICES -
The Forbes Family
J. M. Forbes & Co.

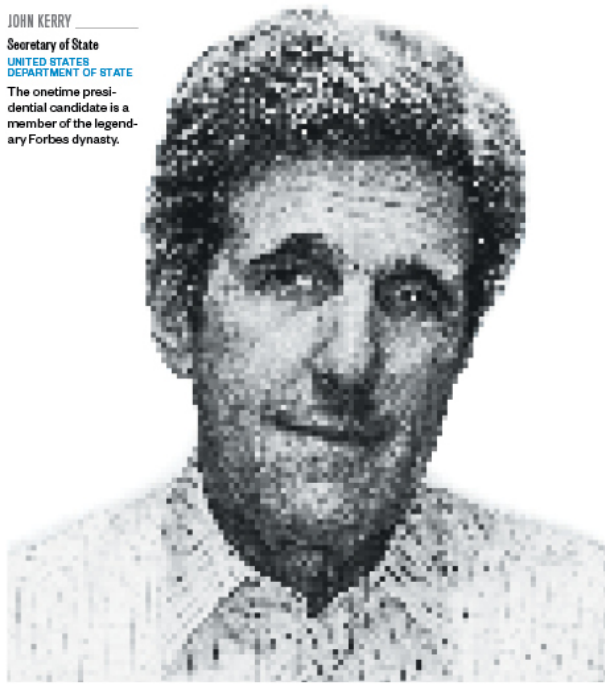
They run one of Boston's oldest money-management-and-trustee-services firms. They own most of the Elizabeth Islands, off Martha's Vineyard. Their lineage intertwines with Ralph Waldo Emerson's. Their prosperous heritage in the America-China trade is immortalized in a namesake Milton museum. They've invested in everything from America's first railroad system to Alexander Graham Bell's telephone. And, yes, they call U.S. Secretary of State John Forbes Kerry one of their own (not to mention musicians China Forbes, of Pink Martini, and Ed Droste, of Grizzly Bear). Despite its many branches, the Forbes family tree remains as strong as oak and mindful of its stewardship role in the legacies it has created.

- REAL ESTATE DEVELOPMENT -
The Guscotts
Long Bay Management Co.

After decades of disrepair, Dudley Square is poised for a renaissance. That comes as no surprise to Long Bay Management's Kenneth and Cecil Guscott. The *(Continued on page 100)*

JOHN KERRY

Secretary of State
UNITED STATES
DEPARTMENT OF STATE
The onetime presidential candidate is a member of the legendary Forbes dynasty.



| SPOTLIGHT |



Just call it sibling rivalry: John Fish once butted heads with his brother, Ted, over their family's twin construction companies.

IN THEIR BLOOD

At 22, John Fish inherited half of a legacy—the shaky-legged, short-ended half—when he took over the newly founded Suffolk Construction from his father. Meanwhile, his brother, Ted, maintained control of Peabody Construction, the family's long-standing crown jewel. Two brothers, two construction companies, one city: What could go wrong? After competing fiercely for years, John built his business

- CONSTRUCTION -
The Fishes
Suffolk Construction

into a \$2.7 billion juggernaut, and has an estimated personal wealth of \$425 million. As for Ted, the competition forced him to sell his family's fourth-generation company, but the brothers have long since hugged it out and today share a greater respect for the importance of family.

Q: How did you feel about having to start your business from scratch instead of building on the established family legacy?

A: I was given a wonderful opportunity. I didn't have that history. Suffolk was a brand-new company. There was no white board out there to work off of. That created a lot of good and a lot of bad. I made some mistakes, but I learned from them. To me, having that clean white sheet of paper to build upon was wonderful.

Q: Let's talk about the brotherly divide.

A: Unfortunately, when you're young and in your twenties, your perspective on life is a little different. It's much more competitive and less looking at things holistically. There was a period of 10 years when we were fierce competitors. As I matured and realized the fundamental importance of family relationships—and I think my brother did the same thing—we were able to close that gap, thank God, about 10 or 15 years ago. That was probably one of the best experiences I've had and he's had, because we were able to enjoy each other's company going forward.

Q: Older and wiser: What's the takeaway?

A: Business and family sometimes don't mix. Sometimes it's not a good cocktail and doesn't taste good. Unfortunately that's the dynamic that you've got to be very careful of. Right now, I've got no family members working for Suffolk. That is helpful. You don't have to talk about business over the Thanksgiving table. I think it's important because you've got to have a break every once in a while.

CHRISTIAN WHEE/ISTOCK ARCHIVE



From left, Donald, Andy, Madeline, Linda, Stanley, Bobby, and Lisa Wong are the stewards of Kowloon, the landmark Saugus restaurant. PORTRAIT BY JASON GROW

| SPOTLIGHT |

- RESTAURANTS -
The Wongs
Kowloon Restaurant

When generations of stars, from Jerry Seinfeld to Dane Cook, continue to roll into your restaurant, you know you've

made it big. (Anne Hathaway even shot the bachelorette scene from *Bride Wars* here.) Since 1950, the Wong family has made an indelible mark on the area, expanding Kowloon from a decent place to grab an order of crab rangoon to an entertainment destination for comedy, music, and powerful tiki drinks. Donald, one of four brothers

burning bright, even used the business to springboard into politics and now serves as a state legislator. Luckily, their 88-year-old mother, Madeline, still pops into the Saugus restaurant every week to keep an eye on things. "I will never be able to fill the shoes of my father and mother," says her son Stanley. "They have gone beyond what I could ever imagine being able to do."

THE NEXT GENERATION

These rising stars haven't taken over the family business yet, but they're following closely in their parents' footsteps.



THE MANAGEMENT MARVEL

Justin Cruz

Age: 41

Family Legacy

Cruz Companies, founded by Justin's grandfather and run by his father, John Cruz III, and his father's cousin, Daniel Cruz Jr., is among the largest and oldest minority-owned development, construction, and management firms in the region, with offices ranging from Harvard to Raytheon to the Archdiocese of Boston. Meanwhile, the group's nonprofit arm funds scholarships and youth programs for the city's kids.

His Role

Justin directs the company's management services for its residential buildings around Boston.

Dad's Take

"The management side has a bit more opportunity without some of the restrictions," John says. "I expect that over the next few years, Justin will really have some significant growth."



THE ENERGIZER

Alexander Saunders

Age: 29

Family Legacy

In a landscape dotted with Hyatts and Sheratons, the Saunders Hotel Group's independent stewardship is a rarity. Founded by Alexander's great-grandfather in the 1940s and passed down the generations to his Uncle Gary and father, Jeffrey, the company owns some of Boston's most seminal properties, including the Lenox Hotel.

His Role

As vice president of planning and development, Alexander helps shape the firm's short- and long-term growth strategies with an eye toward future projects and acquisitions.

Dad's Take

"Being young and full of energy, he wants to do some new and exciting things that might take us in new directions," Jeffrey says, "like looking for other assets—locally, but also going a bit further afield and creating collaborations in the Greater Boston area. He's bringing that appetite to explore opportunities."



THE ROCK-STAR JOURNALIST

Angelina Salcedo

Age: 21

Family Legacy

For more than 20 years, Angelina's mother, Yadires Nova-Salcedo, has hosted and produced WBZ's *Centro*, which covers New England's Latino community; her father, Angel Salcedo, hosts the popular *Encuentro Latino* TV talk show.

Her Role

Angelina is the student news director at Emerson College's award-winning television news station, WEBN-TV; the president of the National Association of Hispanic Journalists' student chapter; and a former *Boston Globe* correspondent.

Mom's Take

"I knew that she would end up following in my footsteps because as a baby she would pretend to have her own TV show, called *The Angelina Show*," Yadires says. "As a parent, I feel honored and humbled. It is a rewarding feeling to watch your child blossom and develop the passion that you have for your profession and reinvent it to suit her own personality."

brothers, both in their nineties, began snapping up property in Roxbury during the 1970s, hoping the city would eventually make good on its promises to revitalize the area. Together with Ken's daughter, Lisa, now president and CEO of Long Bay, they're hashing out a plan to bring the first mixed-use middle-income residential tower to the neighborhood. On the heels of the historical Ferdinand Building's renovation—now known as the Bolling Municipal Building, it houses Boston Public Schools, as well as retailers and restaurants—the project will help transform the neighborhood, Lisa says. She credits her family's success to her Jamaican-immigrant grandmother, Rubina, a well-known black activist. "If you don't know where you've been, you don't know where you're going," Lisa says. "I stand on my dad's and uncle's shoulders when I do what I do today."

- FINANCIAL SERVICES -

The Johnsons

Fidelity Investments

If you've strolled through the Museum of Fine Arts or the Peabody Essex Museum, consider yourself a beneficiary of the Johnsons, the family that founded Fidelity Investments in 1946. Its patriarch, 85-year-old Fidelity chairman Edward "Ned" Johnson III, has amassed a personal art collection worth upward of \$260 million. And he shares it with the rest of us through the Brookfield Arts Foundation, which he founded in 1999 to acquire world-renowned artwork and loan it to cultural institutions around town. Long before daughter Abigail—who, with a net worth of some \$15 billion, is the richest person in Boston and the 19th-most-powerful woman in the world, according to *Forbes*—took over her father's post as CEO in 2014, she worked summers at Fidelity during college. Abby later joined the firm as an analyst after earning a Harvard MBA and a degree in—what else?—art history.

(Continued on page 140)

ELIZABETH WILLIAMS

President and CEO
ROXBURY TECHNOLOGY
CORPORATION

After following in her father's footsteps for nearly 15 years, she's taken her family business to new heights.



STYLING BY LAURA BILLORETTI; HAIR BY LILIANE; MAKEUP BY LILIANE; COURTESY PHOTOS (LEFT) GENEVIEVE (ON)

- REAL ESTATE DEVELOPMENT -

The Karps

New England Development

Early on, it was clear that Douglass Karp inherited his entrepreneurial streak from his father, New England Development founder Stephen Karp. While Stephen's claim to fame was building such sites as the CambridgeSide Galleria, Douglass wanted a piece of the action *inside* the malls. So in 1992—while he was still in high school—Douglass cofounded the athletic-hat company Lids with the son of his father's business partner. What began as a vending cart inside a Chestnut Hill mall grew to more than 1,000 retail stores across North America, which was enough to draw an offer from his father to join New England Development in 1999. As Douglass climbed the ranks from project manager to president of the company, the father-son duo continued to unveil upscale retail, hospitality, and resort properties all over Massachusetts—from the Wauwinet, in Nantucket, to the Westin Boston Waterfront.

- POLITICS -

The Kennedys

Public Service

The family that needs no introduction is still doing what it does best: serving the people—and giving them something to talk about. With the exception of a two-year gap from 2011 to 2013, there's been a member of the Kennedy family in national public office for nearly 70 years. You can get a taste of that legacy at the Oral History Project launched this past fall at Boston's Edward M. Kennedy Institute, established in 2009 to honor its late namesake, the third-longest-serving senator in American history. Congressman Joe Kennedy III, representing the Fourth District of Massachusetts since 2013, is the latest in the Harvardian dynasty with Boston roots and Washington ambition.

- POLITICS -

The Kohs

Public Service

Dan Koh, Mayor Marty Walsh's chief of staff, remembers lively dinner-table conversations while he was growing up about the spirit of public service—"a whole upbringing of lessons," as he calls them, that helped steer his career in politics. Those lessons came from his father, Howard Koh, who, after serving as Massachusetts' commissioner of public health, went to work for the Obama administration as assistant secretary for health. Today, Howard is a professor at Harvard's School of Public Health and the Kennedy School—a fitting role for a man who taught his son so much simply by example. "My father's reputation at both the state and federal level was that he made people feel valued, and he wasn't the kind of guy to seek the limelight or grandstand," Dan says. "There were many lessons [he] learned along the way in the public sector; most important, how to be a leader that respects people for who they are."

- SPORTS -

The Krafts

The Kraft Group

How did an investment in cardboard lead to four Super Bowl rings? In 1972, Harvard MBA Robert Kraft purchased his father-in-law's paper-products company and built it into the Kraft Group: a multibillion-dollar empire that encompasses real estate, manufacturing, private equity—and, of course, sports, which Robert dove into after acquiring the New England Patriots in 1994. Along the way, Robert's late wife, Myra, drew on the family's growing fortune to support her philanthropic efforts; in total, the clan has donated more than \$100 million to worthy causes such as the Boys & Girls Club of Boston, of which son Josh serves as president and CEO. Today, as chairman and CEO of the Kraft Group, Robert works alongside sons Daniel and Jonathan. The only remaining question is: How much room do the Krafts have left in their trophy case?

- CONSTRUCTION -

The McCourts

McCourt Construction

When Ryan McCourt got married, he and his wife did what many Boston newlyweds do: They posed for wedding photos on the Rose Kennedy Greenway. But for Ryan, this particular patch of urban greenery was more than just a picturesque setting; it was a tribute to McCourt Construction's efforts to build that section of the park. And yet it was just one chapter in the clan's long history here: Five generations of McCourts have been building Boston's runways, bridges, and roads, making them the city's oldest firm of general contractors. The trio of brothers currently at the helm (Matthew, Trevor, and Ryan) give generously, raising more than \$1.5 million for multiple sclerosis and Alzheimer's research—and they're committed to sticking together: They even signed up for academic workshops on sibling dynamics to strengthen their leadership bond. That said, Matthew notes, "We run it as a business, not as a family."

- REAL ESTATE DEVELOPMENT -

The Mugar

Mugar Enterprises

The Mugar shine brightly in the Boston firmament, and have for around a century, starting in the 1910s, when Armenian immigrant Stephen Mugar transformed his father's grocery store into the wildly successful Star Market chain. To this day, the family name is emblazoned on landmarks all over town—even kids recognize it from field trips to the Museum of Science's Mugar Omni Theater. Heirs David and Carolyn have continued their father's philanthropy: She's executive director of the Cambridge nonprofit Farm Aid, and he's the head of Mugar Enterprises, which has spearheaded countless charitable efforts. One of the most iconic, of course, is the Fourth of July Boston Pops Fireworks Spectacular, which David, 77, has produced for the past 42 years. This summer's tribute on the Esplanade will be bittersweet, as it will be his last before he retires.

- REAL ESTATE -

The Palandjians

Intercontinental Real Estate Corporation

Founded in 1959 as a construction company by Armenian immigrant Petros Palandjian, Intercontinental Real Estate Corporation now has a major hand in property and investment management, with more than \$6 billion in institutional real estate assets and a portfolio that extends from coast to coast. Today, the company is run by the older of Petros's two sons, Peter, who bought controlling interest from his brother, Paul, a decade ago. Representing the third generation, Peter's daughter Manon oversees marketing and communications for the family biz. Peter credits the firm's success—and its enduring commitment to employee quality of life—to the standard his father set long ago. "My dad loved people," Peter says. "He saw a magic in them, almost to a fault sometimes. My father set a culture that, 57 years later, still permeates the company."

- HEALTHCARE -

The Shields Family

Shields Health Care Group

In a time of skyrocketing out-of-pocket medical expenses, the Shields' longstanding approach to healthcare—creating outpatient clinics that offer critical services at lower costs—is being hailed as visionary. Since 1972, the Shields Health Care Group has grown from its humble nursing-home roots into an expansive dialysis center and now into one of the largest independent medical-imaging companies in the Northeast, offering regional MRI, PET/CT scanning, and radiation oncology services that are more affordable and accessible than they are at major city hospitals. When founder and life-long philanthropist Thomas Shields died in April 2015, his kids, Thomas and Carmel, took the reins and set out to expand his legacy: They expect to

EVENTS AND PROMOTIONS

TRENDING

Boston

BEST PLACES TO LIVE

Boston Magazine hosted a panel discussion and celebratory event designed to bring the March "Best Places to Live" issue feature to life on March 30 at the gorgeous Gallery West space within the Boston Design Center. Editor-in-Chief of Boston Magazine, Rachel Elias, curatorial a panel of home experts to debate the merits of "Smarter vs. Bigger." Ricardo Rodriguez of Cahova Bank, Stephen Adams of Santander Bank, Sarah Lammert of B+H Construction, and Executive Editor Kara Baskin. The panel discussion was hosted by skilful and personal hostess by Baker's Best Catering, beverages by Polar and Chloé Wine, and beautiful offerings by RFK Kitchen in Needham and ALA Strada Wellesley. Guests also enjoyed the stunning arrangements by Orly Khon Florals and a giveaway courtesy of Santander Bank, as well as a lounge curatorial by the Boston Design Center featuring shapely furniture.

PHOTOS BY MELISSA GAYNE PHOTOGRAPHY



1. An Orly Khon Florals arrangement. 2. Panelist Stephen Adams of Santander Bank, Executive Editor Kara Baskin, Ricardo Rodriguez of Cahova Bank, Sarah Lammert of B+H Construction and Rachel Elias of Boston Magazine. 3. Guests enjoying the Santander Bank event. 4. The RFK Kitchen team: Mary Goussard, Rachel Mann and Crystal Howard. 5. Baker's Best's Kara Baskin and another host. 6. Polar and Chloé wine available at the bar. 7. Guests mingling in the beautiful Boston Design Center Gallery West. 8. Hostess Kara Baskin and Manager Camy Piro from ALA Strada Wellesley.



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Readers' Poll



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Power 2016: Family Ties

add seven new locations this year to the 30 already operating in Massachusetts and New Hampshire.

-RETAIL-

The Tatelmans

Jordan's Furniture

Where else can you walk into a store to watch an IMAX blockbuster and leave with a \$5,000 dining room set? At Jordan's, the Tatelmans revolutionized "shoppertainment"—and if you ask CEO and president Eliot Tatelman, the secret was crafting a brand with a huge personality. Four decades ago, Eliot and his brother, Barry, took over the business that their grandfather had started in 1918 by selling chairs out of his truck. Their quirky promotion strategy—built on zany TV ads and in-store gimmicks such as the Motion Odyssey Movie thrill ride—soon catapulted the company to New England stardom. Though Warren Buffett's Berkshire Hathaway now owns Jordan's, Eliot and his two sons still man the helm (Barry left to produce Broadway musicals). And they're still inventing new ways to lure consumers into their brick-and-mortars: The latest store, in New Haven, Connecticut, houses the world's largest indoor adventure ropes course.

-SEAFOOD-

The Turners

Turner's Seafood

In New England, power and seafood go hand in hand—for proof, just look at the Sacred Cod, that ancient emblem of Massachusetts' fishing history hanging in the State House. But in the 1980s, the centuries-old industry took a hit because of tighter regulations. Sensing opportunity, John Turner took the business that his father started at the Boston Fish Pier in 1920 and created a new wholesaler in Gloucester designed to accommodate tighter supplies and stricter regulations. Now John's sons (and their wives) run the Turner's Seafood operation, which includes their own restaurants in Melrose and, most recently, at Salem's storied

Lyceum Hall. "There's a historic element to who we are," says co-owner Jim Turner. "Our heritage goes back that far. We can help define what that New England historic seafood experience looks like and feels like and tastes like."

-MEDIA-

The Vasallos

El Mundo Boston

When Cuban exile Alberto Vasallo Jr. started New England's largest Latino newspaper, *El Mundo Boston*, in 1972, he wasn't thinking, *This is the beginning of my media dynasty*. Yet when his son, Alberto III, became president and CEO of the weekly paper in 2012, it cemented the family as a lasting voice for the bilingual and bicultural community in what is now a majority-minority city. Among the many initiatives the Vasallos continue to spearhead is the El Mundo Latino Family Festival, held each year at Fenway.

-TECHNOLOGY-

The Williams Family

Roxbury Technology Corporation

Archie Williams and his daughter Elizabeth always took risks. Fueled by his belief that creating neighborhood jobs was important to Roxbury's development, Archie, a civil rights attorney, founded Roxbury Technology in 1994 and quickly seized on the emerging recycled-toner-cartridge business. When he died suddenly from a heart attack in 2002, Elizabeth stepped in as CEO, built a manufacturing plant in Hyde Park to make and distribute recycled toner cartridges, and cemented a partnership with Staples that helped quadruple the business's sales to \$16 million a year. When the roof of the company's building collapsed under the weight of a massive snowfall in March 2015, she decided to take a chance on a new tech venture: LED lighting—a smart business move that dovetails nicely with General Electric's migration to Boston. □