

APR. 13-19
2007

Volume 26
Number 8

215-238-1450

philadelphia
.bizjournals.com

\$2.25

PHILADELPHIA BUSINESS JOURNAL

NEW ZOO PREVIEW

Closeup
with the
animals;
long look
at what lies
ahead. **P3**



Leaders in Law
A new directory describes
leaders in more than 150
legal practices. **Section B**

Parkside to see \$50M revival

PETER VAN ALLEN
STAFF WRITER

The groundbreaking this week on a \$50 million retail center in Philadelphia's Parkside neighborhood was a culmination of nearly a decade's worth of negotiations be-

tween public and private interests. Park West Town Center, which will be 340,000 square feet on 29 acres and anchored by Lowe's Home Improvement and the city's largest Shop-Rite supermarket, required cooperation from a private developer, state and local economic development groups, Philadelphia City Council

and residents who were willing to relocate to make way for the project. It also required tax incentives and low-interest loans, made possible by taxpayers.

"This project required vision, unwavering

SEE **RETAIL CENTER**, P31



Remember when?
Sixteen years ago, 71 Society Hill condos were on the auction block. **P4**

Can airport be privatized?

ATHENA D. MERRITT
STAFF WRITER

In making the lease of Philadelphia International Airport a campaign issue, the five major candidates angling for the Democratic nomination for mayor are heading down a runway Chicago has already embarked upon.

If Chicago succeeds in leasing the Chicago Midway International Airport, the Philadelphia experiment will be grounded unless an act of Congress relaxes the rules on airport leases.

The national Airport Privatization Pilot Program limits the sale or lease of airports to five, including only one large hub. Legislative amendments are in Congress' hands now to

SEE **AIRPORT**, P33



CURT HUDSON

If Chicago leases its airport, doing a similar thing with Philadelphia may not be an option.



Kits for kids
NoCopi Technologies
is branching out into
children's products. **P10**



MTI Mathlete
Bill Clapper uses an
algorithm to target
doctors' preferences. **P12**



New owner wants Force reckoned with

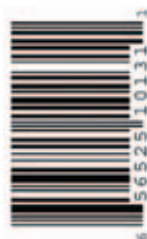
JOHN GEORGE
STAFF WRITER

Last year Thomas Kleinman was the Philadelphia Force's landlord. This year he is the majority owner and general manager of the Allentown-based professional women's softball team that competes in the fledgling National Pro Fastpitch league.

"The thing about National Pro Fastpitch I really love is these girls are the best at what they do in the world," said Kleinman, a 61-year-old Philadelphia lawyer-turned-entrepreneur. "Anyone who has seen these women can tell you that they play the game the way it's supposed to be played. ... I know [NPF] is going to work, and I'm not in this to

SEE **FORCE**, P32

THE LIST
Law firms
Largest law firms in the
area are ranked by local
attorneys. **B19**



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Three will be honored for tech innovation by Temple's Fox School

Doreen A. Wright, Frank R. Sanchez and Daniel T. Garrett have been selected to receive the seventh annual Fox Information Technology awards from Temple University's Fox School of Business and Management.

The three will be honored at a reception April 18 at Mitten Hall on Temple's main campus in North Philadelphia. The reception is being organized by the Fox School's Department of Management Information Systems, its Irwin L. Gross Institute for Business and Information Technology and the Association for Management Information Systems.

Wright will receive the Fox Information Technology Leader Award for showing leadership in the use and development of information technology in business. She has been the Campbell Soup Co.'s chief



TECH

Peter Key

as a portfolio of independent businesses and its IT operations were structured the same way with 1,400 different applications and little interoperability.

Changes Wright has made include establishing a common process for deciding what IT projects to undertake; orga-

nizing Campbell's IT to support its business objectives and structure; and centralizing things that needed to be centralized, such as overall IT strategy, architecture, shared infrastructure and relationships with major vendors.

In an article Wright wrote for the December 2004 issue of *Optimize* magazine, she said that the problems facing Campbell when she arrived were reflected in its IT department. The company had been run

as a portfolio of independent businesses and its IT operations were structured the same way with 1,400 different applications and little interoperability.

Sanchez will receive the Fox Information Technology Innovator Award. He is the president of enterprise solutions for Fidelity National Information Services Inc. of Jacksonville, Fla. He joined the company in 2004 when it acquired Sanchez Computer Associates Inc. of Malvern, where he was CEO, for \$180 million in cash and stock.

Sanchez's accomplishments include designing and building the industry's first highly scalable real-time banking system, launching the first Internet banking application service provider and deploying the first core banking system on

a Linux platform.

Garrett will receive the Fox IT Award for Distinguished Alumni. He is a consultant to PricewaterhouseCoopers LLC on the national initiative to measure and report quality and performance information on the US health care industry. Previously, he was the managing partner of the Global Health Solutions practice of El Segundo, Calif.-based Computer Sciences Corp.

Garrett is a founding member and vice chairman of the National Alliance for Healthcare Information Technology and the executive chairman of the Markle Foundation/Robert Wood Johnson Foundation's "Connecting for Health" initiative.

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AIRPORT: Five major Democratic candidates for mayor are willing to discuss leasing

FROM PAGE 1

expand the program from five to 15 airports and remove the restriction of one large hub airport. Congress will have to act, which is expected to happen before aviation taxes supporting the Federal Aviation Administration expire on Sept. 30, for the Philadelphia mayoral candidates' plans to succeed.

Candidates Tom Knox, former City Councilman Michael A. Nutter, U.S. Rep. Bob Brady and state Rep. Dwight Evans all said they were open to exploring privatization of the airport in interviews at the Philadelphia Business Journal, though they offered no specific plans for the use of such proceeds.

U.S. Rep. Chaka Fattah, also a candidate, has made an airport lease the centerpiece of his plan to tackle poverty — estimating that a long-term deal would bring in more than \$3 billion.

Under Fattah's plan, after debt payments, \$1.9 billion would be available from the city's lease of its airport. Investing those funds could generate between \$150 million and \$160 million annually, which would be used to better educate and provide opportunities for the city's poor, Fattah said.

Chicago plans to issue a request for quotation this year from interested parties to lease its Chicago Midway International Airport and use proceeds for city infrastructure improvements and to strengthen its four pension plans — both large problems faced by the next mayor of Philadelphia.

With the right deal, Chicago's transaction could occur this year, city spokeswoman Lisa Shraeder said.

"There is no road map out there for a large hub airport to pursue this process, we are sort of putting together our own road map as we go," Shraeder said. "We think Midway Airport is run extremely well. We also believe the [the airlines and passengers] could benefit from a world-class operator who this is their main business."

Chicago already has preliminary approval from the FAA to pursue the lease. If all goes as planned, the Midway lease could serve as a blueprint for other cities, driving interest in what to date has been a little-used program, FAA Airport Compliance Officer Kevin Willis said.

"I think people are basically watching to see what is going to happen to Chicago, to see if Chicago can do it because it hasn't been done for a large hub airport," Willis said. "If they succeed, that may interest other municipalities."

The program was launched in 1997 to explore privatization as a means of generating capital for airport improvement and development. To date, just one airport — Stewart International Airport in Newburgh, N.Y. — has received final approval, which occurred in 2000. Stewart's leaseholder, National Express Corp., is in the process of transferring its remaining 93 years on the lease to the Port Authority of New York and New Jersey.

Cities exploring airport leases face an additional restriction, in that the privatization program bars cities from using proceeds for non-airport uses — unless 65 percent of airline carriers at an airport give their approval.

"When the airlines lobbied to get that in, that was intended to be a deal killer or poison pill, as I call it, and that has worked very well," said Bob Poole, director of transportation at the Reason Foundation, of the 1996 Reauthorization Act, which established the Airport Privatization Pilot Program. The California nonprofit, which was founded in 1968 and espouses free market principles, produces public policy research on a variety of issues.

Securing funds for other uses has been a major motivator for cities that have looked into leases, but the restriction is a key reason why only one airport in 10 years has gone through with one.

Airlines may have their own reasons to support having a private operator take over an airport, even if proceeds go to other uses.

"I think the airline environment has changed dramatically since 10 or 12 years ago when the legislation was being debated," Poole said. "These days' airlines have gone through a terrible five or six years and are much more concerned about cost control than they used to be."

Charles Erhard, manager of FAA's airport compliance division, agreed that cost is a major consideration for airlines.

"They would look at a private operator being able to operate the facility with greater efficiency [resulting in] lower fees," Erhard said.

Without the majority of air carrier support, cities must dump proceeds from any sale or lease back into the airport or another state-owned airport, which is exactly what Stewart International had to do, Poole said. Cities may have better luck using the proceeds outside of the airport now, he said.

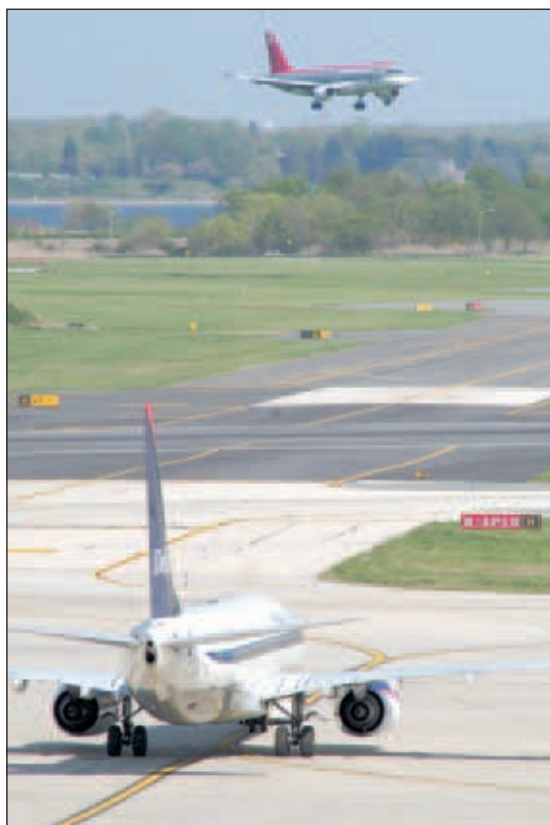
Even if Chicago doesn't get the airline carrier support to use the proceeds for non-airport uses, the city could benefit by putting proceeds toward the \$15 billion expansion under way at its second airport, O'Hare — making it a win, win situation either way, Poole said. Philadelphia doesn't have the same benefit, but it shouldn't keep it, or other cities, from taking a look at privatization, he said.

The benefits of cities privatizing assets is apparent in the 99-year lease of the Chicago Skyway, which netted Chicago \$1.83 billion. Within months of assuming the toll road, the new operator instituted electronic tolling and other upgrades have followed, which left in Chicago's hands probably would've taken a lot longer, city spokesman Shraeder said. New Jersey and Pennsylvania are among states following Chicago's lead, by exploring the sale or lease of their own toll roads to generate revenue.

Last year, Chicago also closed on a \$563 million deal to lease four downtown parking garages underneath Millennium Park and Grant Park for 99 years, escaping \$65 million in upgrades needed for the old facilities, Shraeder said. Plans are also under way to lease a municipal refuse and recycling facility.

Other airports that have sought to privatize have failed for a variety of reasons, the FAA's Willis said. Brown Field Municipal Airport in San Diego, Niagara Falls International Airport in Niagara Falls, N.Y., and Rafael Hernandez Airport in Aguidilla, Puerto Rico, all have withdrawn applications from the privatization pilot program.

"One thing about privatization is it has to have a strong political force behind it to carry it through to its completion," Willis said. "The problem with some of the other applicants is they lost their will to continue and election changed some of the players or the principal backers."



CURT HUDSON

Airport leasing idea treads new ground.