

Under CEO Maggie Wilderotter, the telecom titan is growing here.

By WILL ASTOR

Frontier Communications Inc.'s \$8.6 billion purchase of Verizon Communications Corp. assets has benefited Rochester, where Frontier has half its corporate functions and one of its two network operations centers, Chairman and CEO Maggie Wilderotter said.

Since completing the Verizon deal, Frontier of Stamford, Conn., has added 288 local jobs, bringing its Rochester workforce to more than 1,200, Wilderotter said.

Continued on page 35



Photo by Kimberly McKinzie

growth

Impact Technologies gets \$10.9M, most in region

By ANDREA DECKERT

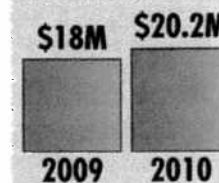
The Rochester region saw an increase in the amount of federal technology grant funding received in 2010, led by Brighton-based Impact Technologies LLC.

Sixteen companies in the six-county region received roughly \$20.2 million from the Small Business Innovation Research and Small Business Technology Transfer programs last year, data from the U.S.

Small Business Administration show. In 2009, 19 firms in the region garnered \$18 million, the SBA reports.

Grant gain

Federal technology grant funding topped \$20 million in 2010.



Continued on page 18

Inner Loop plan would open acres for development

By THOMAS ADAMS

City officials expect to know by early next year whether they will get \$15 million in federal funding to reconstruct a southeast section of the Inner Loop and open up 9.2 acres of developable land. The move would create up to 3,680 jobs and produce as much as \$6.86 million annually in new property taxes, officials project.

The city would contribute \$5 million to the project, estimated to cost \$21.9 million, Mayor Thomas Richards states in a letter asking City Council to authorize the grant application.

Meeting Sept. 8, a council committee approved the funding application to the

Continued on page 16

Nussbaum to lead Nixon Peabody locally

Longtime litigator is second woman to take managing partner post

By WILL ASTOR

Nixon Peabody LLP plans to appoint longtime partner Carolyn Nussbaum as managing partner of its Rochester office next month.

Nussbaum takes over from Scott Turner, the local Nixon Peabody office's managing partner for the past five years.

The firm's 96-attorney Rochester office ranked second on the Rochester Business Journal's most recent list of law firms. It also is a seat of centralized information technology and other services supporting other offices of the firm, which has roughly 600 lawyers.



Photo by Kimberly McKinzie

Carolyn Nussbaum, a commercial and securities law litigator, will succeed Scott Turner.

In all, Nixon Peabody employs some 300 people locally. The local Nixon Peabody office is also a prominent downtown commercial tenant, occupying seven floors of the Clinton Square Building on Broad Street.

Turner, who was named leader of Nixon Peabody's environmental law and energy practice group several months ago, said the position as the practice group's chief "added a whole other layer of responsibility."

He oversees a growing group of partners and associates spread over 10 offices in locations including Boston, Long Island, Silicon Valley, San Francisco and New York City, Turner said. The new duties made continuing as managing partner difficult.

"Now Carolyn will take over," Turner said. "I think she's at a point in her career where this makes sense for her. I'm sure

Continued on page 20

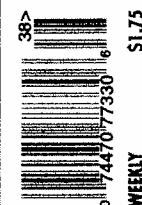
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INNER LOOP

Continued from page 1

U.S. Department of Transportation.

"The timeline is fairly short," said Paul Way, a senior engineer and a point person for the city on the long-discussed project. "I believe by the end of the year or early into 2012 a decision will be made."

Stantec Consulting Services Inc. in Rochester is updating a 2009 funding application that Way thinks will be completed next month. The application is in the city's 2010 comprehensive plan.

"We think we're in a good position to receive it," City Council president Lovely Warren said.

The federal funding would come from the third round of the Transportation Investment Generating Economic Recovery discretionary grants program, created as part of the American Recovery and Reinvestment Act of 2009.

Of the \$5 million in local funding, \$1.7 million would be used to pay for fill taken from the Port of Rochester marina site, Richards explains in his letter to the council.

"As the port project gets under way, we could use what will be removed from the port to fill this portion," Warren said.

"It's not like we'll have to purchase the fill from somewhere. We have to pay the transport costs. But that combined with the other development works, and (it) should work for the federal government."

The remainder of the \$5 million would be requested in the city's 2012-13 and 2013-14 capital improvement plans, the mayor projects. Remaining project costs would be paid with other U.S. DOT grants totaling \$1.25 million and \$480,000 in the 2008 city debt plan.

"It would be a great boost to the East End and to unifying that area of the city,"



Photo and rendering courtesy of Stantec Consulting Services Inc.
Reconstruction of a southeast section of the Inner Loop would open up more than nine acres of developable land, seen at right above.

Way said this week.

The initial investment would create more than 300 jobs, the 2009 application states. The 9.2 acres of new development could support as much as 920,000 square feet of new commercial and residential space.

The acreage could trigger \$64.4 million to \$128.8 million of additional investment and create 708 to 1,416 construction jobs, the application states. The newly developed land could generate \$3.43 million to \$6.86 million in annual property taxes for the city, Monroe County and the Rochester City School District.

The development could create 1,840 to 3,680 long-term jobs in retail, office and other commercial uses, the application estimates.

Numbers in the revised study are virtually unchanged, Stantec principal William Holthoff said.

The reconstruction would take some four years to complete.

"I think we have to look at mixed use," said City Council vice president Elaine Spaul, whose East District contains that section of the Inner Loop. "I think we have to look at what we really need. Maybe we need a good study that talks about what kind of product we need. I think we probably need some residential."

"This is a part of the city that really has some leveraged energy. It doesn't mean the rest of our city doesn't have assets, but in terms of housing and young people there,

there seems to be a call for this part of town."

Plans call for the Inner Loop to be realigned as a multilane at-grade boulevard for two-thirds of a mile between Monroe Avenue and Charlotte Street. The section is below grade now, with three federally funded bridges crossing it on East Avenue, Broad Street and Monroe Avenue.

The East Avenue and Broad Street bridges need major repairs, the application states. Both were built in 1965, along with the Inner Loop.

"Hopefully, at some point we'll be able to fill in all of the Inner Loop," Warren said, half-jokingly.

The Monroe Avenue bridge, built in 1957, was rehabilitated in 1998. All three bridges would be removed as part of the project.

"The Inner Loop is a facility that is oversized for the current needs of the city," Way said. "There is a lot of potential development land that the city can reclaim if we make the Inner Loop an at-grade boulevard."

"Obviously, the second benefit to that is that the Inner Loop would then no longer create the divide between the neighborhoods on either side of the corridor itself."

The section is six lanes wide from Monroe Avenue northeast to East Main Street and bordered along most of it by Union Street to the east and Pitkin Street to the west. Combined, the roadways are the equivalent of 12 lanes at nearly 200 feet wide, city officials say.

The Inner Loop from East Main Street west to North Clinton Avenue is used heavily, city officials say. The southeast section is not.

The Inner Loop never reached anticipated capacities, officials say. Its significance was further diminished by urban sprawl in the 1960s and 1970s, as well as the departures or employment declines of downtown businesses.

Continued on page 18



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ment on its prevalence statewide.

To what extent the topic of legal project management, often called LPM, has infiltrated academia also is unclear. The law school at SUNY Buffalo declined to comment on whether it benefits or harms lawyering or whether it has universal value, even at small law firms.

While project management principles were woven into Nixon Peabody's legal services decades ago, specific legal project management tools were rolled out at the firm roughly 18 months ago.

"Every one of our timekeepers has been trained in (it)," including the firm's attorneys and paralegals, Roman says. Instead of piloting the methodology, a task force determined how to customize it to meet staffer and client needs and how to announce its launch publicly.

Nixon Peabody's approach to legal project management boils down to four phases: define, plan, execute/monitor and debrief. Each phase involves different steps, but as a whole the process can manage even the smallest legal task because it is a scalable methodology, Roman says.

In the define phase, the firm discusses and documents a legal project's scope, objectives, success from the client's perspective, deliverables, value proposition and terms of engagement.

The plan phase entails identifying tasks, team members, timeframes and resources, developing a budget and communicating roles, responsibilities and protocols.

The execute/monitor phase involves managing team members, timeframes, tasks and the budget while being vigilant about scope creep and surprises.

The debrief phase entails a candid review of what went well in the legal matter and where the firm could improve.

Technology accessible to the firm's clients and attorneys bolsters legal project management's framework. Microsoft SharePoint and IT tools that the firm has customized trigger task reminders, provide progress reports and issue updates detailing new tasks now linked to the legal mat-

Advocates find that transparency, trust flourish under legal project management because clients define what constitutes success in legal transactions. Determining a budget early on to handle matters, a key step, also keeps law firms focused.

ter and who is responsible for their completion. The firm's secure extranet gives clients access to reports, checklists for their own tasks and progress details on individual transactions.

"If they don't want to do that, they have a relationship with their attorney (and) they can pick up the phone," Roman says.

Samuel Goldblatt, a Nixon Peabody partner practicing in Boston, says some of the firm's attorneys initially questioned whether it needed legal project management. Yet the skepticism quickly faded when the benefits for clients became clear, he says.

With legal project management, attorneys can assure clients that they are using their time on the clock to do "the right thing, at the right time, in the right sequence and by the right person," Goldblatt says.

Legal project management's ability to maximize attorneys' time applies to various payment arrangements, from the bill-

able hour to the contingent fee, he says.

Brian Schrader, president of New York City-based Business Intelligence Associates Inc., which specializes in a cloud-based e-discovery platform that facilitates legal project management, says the economic downturn has prompted more law firms to seek streamlined and centralized solutions for delivering their work.

Schrader expects his company's product, TotalDiscovery.com, to gain traction at Rochester-area law firms in the coming years because "there are ever-increasing (economic) demands placed on litigation professionals every day," he says.

Rochester-based Lacy Katzen LLP has used case management systems for roughly eight years and now is considering adopting legal project management. The firm, which recently began to use cloud computing, has an office administrator who is a Lean Six Sigma black belt, "so we're thinking about these things," partner Karen Schaefer says.

Still, the firm needs to weigh whether legal project management would add layers of bureaucracy, says Schaefer, who is a member of Lacy Katzen's management committee. The firm's large creditors' rights department already uses software programs to organize data and could be an area to pilot legal project management, she says.

If legal project management is worth its salt, it should free attorneys and support staffers from "assembly line or commodity-type activities" so they can build client relationships, Schaefer adds.

"In the end we have to do what's in the clients' best interest, and that is doing quality legal work at the lowest cost that we can," she says.

Sheila Livadas is a Rochester-area freelance writer.



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