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**HEADLINE:** Harold L. Adams

**BODY:**

Age: 60 Title: Chairman, RTKL Associates Inc. and RTKL International Why He Rules: If it's important, Adams is probably there. His current leadership titles in Baltimore and Maryland alone include commissioner of the Maryland Economic Development Commission, director of Legg Mason Wood Walker Inc., chairman of the Downtown Partnership and chairman of the University of Maryland Leaders Committee for the School of Architecture. The list of organizations that he has served is many times longer, and his commitment to the field of architecture may be even more remarkable than his commitment to Baltimore. RTKL helped put together the Inner Harbor redevelopment decades ago, and now he handles grand projects of all kinds worldwide. Adams became president of RTKL when he was 29, and the firm has flourished under his hand. It employs more than 800 professionals in 12 offices around the world, working in planning, architecture, structural engineering, mechanical/electrical/plumbing engineering, interior architecture, landscape architecture and environmental graphic design. Bottom Line: RTKL influences the landscape from Baltimore to Beirut. Adams makes the world pay attention to our little corner of it.

Peter G. Angelos

Age: 70 Title: Principal, Law Offices of Peter G. Angelos; Majority Owner, Baltimore Orioles Why He Rules: Any one of Angelos' several current projects would be a career to just about anyone except Angelos: Most successful plaintiffs' attorney in Maryland, American League team owner, Baltimore developer, Democratic Party ber-donor, philanthropist, millionaire many times over. He took his ball club to Cuba, brought a Cuban team to the United States; he wants to establish a Greek national baseball team in time for the 2004 Summer Olympics in Athens.

Angelos plans to field a team in 2000 to give the Yankees a run for their money -- which, by current standards, should mean a lot of running. In recent months, Angelos filed major class-action and product liability cases in Baltimore City Circuit Court against the manufacturers and distributors of lead paint, making him, seemingly overnight, a major player in the lead-paint war. Administrative Judge Ellen M. Heller has pledged to put rockets on the asbestos caseload, opening up the possibility of moving 2,500 cases a year through the system -- a rate that could wrap up all pending cases in about five years. Attorney General Curran filed suit against him over the tobacco settlement fee in December, bringing Angelos considerably less political criticism as an attorney than his controversial baseball moves have caused from Orioles fans. Bottom Line: Let's see, what to expect from Angelos in 2000? A 10-figure tobacco fee, perhaps, a new hotel, a national baseball team for Greece and a pennant for the Orioles?

H. Furlong Baldwin

Age: 68 Title: Chairman, President and CEO, Mercantile Bankshares Corp. Why He Rules: Baldwin quietly lingers behind the scene of Baltimore's power elite, shunning the bright lights and headlines for which many people clamor. Yet, he leaves his mark through his efforts to raise the consciousness of his fellow CEOs. Baldwin is always a telephone call away when the private sector discusses the latest issue facing the City of Baltimore. At the same time, he watches over his company, which reported a stellar nine-month performance of 2.07 percent return on average assets and 16.15 percent return on average equity. His exceptional leadership during 1999 earned him a one-year extension on his contract through February 2001. Bottom Line: When Baldwin speaks, his peers listen, and there's no reason to think that will change in the coming year -- although don't expect to see his accomplishments on a marquee.

David Cordish

Age: 59 Title: President and CEO, The Cordish Co. Why He Rules: On day one of the Martin O'Malley administration, Cordish went up against City Comptroller Joan M. Pratt to protect The Cordish Co.'s deal to rehabilitate 34 Market Place. Without hesitation, O'Malley came to Cordish's defense and overrode Pratt's strenuous objections.

That doesn't happen in an ordinary Board of Estimates meeting, and it certainly doesn't happen for just any developer. The national developer plans to extend his Power Plant theme into the struggling Market Place at the foot of Port Discovery, creating an entertainment venue designed to attract young suburban spenders. If successful, the 30-year-old company will be credited with revitalizing the link between the Inner Harbor and Little Italy and, most importantly, extending the Inner Harbor entertainment package northward. Bottom Line: Cordish is arguably the hottest developer in the nation. He has created so many success stories in the least-likely places that his seal of approval is absolutely golden when it comes to anything development-related. Translation: Cordish is a key guy to see and court when you want to get something done.

J. Joseph Curran Jr.

Age: 68 Title: Attorney General, Maryland Why He Rules: Curran first was elected Attorney General in 1986 after serving four years as lieutenant governor with Gov. Harry Hughes. He was re-elected to his fourth term as the state's top lawyer in November 1999. In October 1999, Curran proposed a wide-ranging package of laws that would make the state's gun control regulations among the nation's strictest, and he said that his ultimate goal is a total ban on handguns, including modification of liability laws to make it easier to sue gun-makers. While Curran's son-in-law Martin O'Malley was elected mayor, his daughter Catherine "Katie" Curran O'Malley, now is being considered for a district court bench. During Curran's tenure in the General Assembly, he sponsored or was the leading spokesman for many significant bills, including those creating the Court of Special Appeals and the District Court system. To finish out an active year and the millennium with fitting gravitas, Curran filed suit against the Peter G. Angelos law firm, setting the stage for a showdown with Angelos over the issue of the fee he contracted as the attorney general's hired gun to take on Big Tobacco. Bottom Line: The year 2000 is sure to be a busy one for Curran. When Angelos is on the other side of the table, a lot of work is no doubt on its way.

Anthony W. Deering

Age: 54 Title: Chairman and CEO, The Rouse Co. Why He Rules: One doesn't have to look very hard or far to discover a project with which The Rouse Co. has something to do, from the Inner Harbor Galleria in Baltimore to the entire city of Columbia in Howard County. And that's just in Maryland. Rouse has made an imprint throughout the country, from New Orleans to Las Vegas. Fittingly enough, Rouse's leader, Anthony W. Deering, is everywhere, just like his company. He's behind numerous philanthropic and artistic ventures in Maryland. Consequently, Deering can, at times, seem like the center of the universe, whether it be for an economic development effort or a new show at the local art museum. Bottom Line: All of a sudden, it isn't all that fashionable to be a real estate investment trust. But Deering keeps his plugging along, thank you. And so long as he does, he will loom larger even than the leader of one of the nation's great companies.

Robert C. Embry Jr.

Age: 62 Title: President, Abell Foundation Inc. Why He Rules: It's rumored that Baltimore City Mayor Martin J. O'Malley called this guy to bounce ideas about the city's housing problem, and namely who should head the housing department. As a lifelong Baltimorean, Embry has led the Abell Foundation since 1987, and he is one of the most plugged-in people in the city. The latest with the West Side redevelopment initiative? Ask him, it's likely he knows. Businesses threatening to move from Baltimore? He probably knows that, too. Bottom Line: In addition to controlling a lot of cash, Embry controls a lot of information -- much of it very inside. He is clearly a go-to pro when it comes to developing in the Baltimore metroplex.

Edwin F. Hale Sr.

Age: 53 Title: Chairman/CEO, First Mariner Bancorp Why He Rules: Ed Hale, a perennial member of the Power Elite, almost needs no description. Throughout his thirtysome-year career, Hale has built up quite a reputation in Baltimore. He has dabbled in professional sports, commercial real estate, the transportation industry and perhaps his best-known endeavor -- First Mariner Bank. First Mariner, not yet 5 years old, went public in 1996 to expand to its current status, with more than \$ 600 million in assets. It bills itself as the fastest-growing bank in the Mid-Atlantic. In addition to owning the Baltimore Blast indoor soccer team and his own transportation company, Hale seems to have his hand in most everything related to civic life in Baltimore. Bottom Line: Hale manages to get his fingers in just about every pie in the city -- and bring success along with him. His bank is expanding at an astonishing rate; the Blast is working to get back on its feet; and Hale is logging another year as one of Baltimore's best-known businessmen.

Freeman A. Hrabowski III

Age: 49 Title: President, University of Maryland Baltimore County Why He Rules: What's in a name. If it's Hrabowski, a lot more than just learning to pronounce it correctly. Hrabowski is one of the few black presidents of a predominantly white research university in the United States -- a distinction in its own right. But more important are his drive to make success stories out of 400 African-American math and science graduates in the Meyerhoff program and the sense of urgency he brought to creating public-private partnerships in the field of technology. Hrabowski has raised the bar at UMBC to a level unheard of eight years ago, when he took over the presidency. Bottom Line: Hundreds of successful men and women and the state of Maryland owe their futures to Hrabowski, who demonstrated that if you believe hard enough, anything can happen.

Donald P. Hutchinson

Age: 54 Title: President, Greater Baltimore Committee Why He Rules: In many ways, Hutchinson is the business-community equivalent of Johnny Unitas. He's got the talent and experience to get the job done. But more importantly, he's got the calm poise and confidence to marshal his forces when the pressure is really on. When Mayor Martin O'Malley decided it was high time to get business leaders involved in city government, Hutchinson gave the effort more than his imprimatur. He put his Rolodex to work, urging the best and the brightest to lend a hand and, perhaps more importantly, silently assuring them that their time would not be wasted. And for that matter, it's hard to believe that the Greater Baltimore Committee would be where it is today, with a membership that is a veritable who's who, without Hutchinson at the helm. Bottom Line: Did you ever get tired of watching Johnny U engineer winning drives? Let's just hope Hutchinson stays in the game.

William Jews

Age: N/A Title: President and CEO, CareFirst BlueCross BlueShield Why He Rules: This squeaky wheel got \$ 5 million worth of grease last month when it threatened to move its Baltimore City office and 350 employees out to the 'burbs. Jews got Baltimore City Mayor Martin O'Malley and Gov. Parris N. Glendening doing the "what-can-we-do-to-make-you-stay" dance, and the end result benefits not only the company, but the city's economic development forecast. Jews negotiated a deal where \$ 5 million goes to the construction of a parking garage, a rent subsidy, the erection of company sign and additional security. There are few better measures of an exec's power than

the ability to make public officials cut checks. Bottom line: Jews is one of the smartest operators running one of the most important companies in Maryland. Five million looks like a bargain to us to keep him in town.

Raymond A. "Chip" Mason

Age: 62 Title: Chairman, President and CEO, Legg Mason Inc. Why He Rules: Coming off a nine-month stint in which assets under managements topped the \$ 100 billion milestone for the first time, Legg Mason, with its founder still at the helm, boasts earnings per share for the period that exceeded analysts' predictions. Mason has built his company one brick at a time, carefully laying out a strategy to buy smaller companies that mesh with his "value" philosophy.

He lends his financial and corporate expertise to the civic community by chairing the Maryland Business Roundtable for Education and serving as trustee for Johns Hopkins University and Johns Hopkins Medicine. Bottom Line: Mason learned from the best as he was maturing in Baltimore's financial district. Now the student is the teacher and mentor to the next generation of corporate leaders.

James P. O'Connor

Age: 71 (as of Feb. 7) Title: Chairman, O'Connor, Piper & Flynn ERA; Senior Vice President, NRT Inc.; President, NRT Mid-Atlantic Why He Rules: When O'Connor steered his dominating "home team" real estate brokerage into the arms of a national brokerage behemoth called NRT Inc. in early 1998, many observers talked about "end games" and "exit strategies" for the area's dominant home-selling company. But OPF instantly became the largest brokerage in the nationwide ERA network, meaning it and O'Connor wielded considerable influence in the organization. Sure enough, by the end of 1998, O'Connor had gone to the top of the newly formed NRT Mid-Atlantic Inc., which has expanded into Washington and strengthened its presence in Pennsylvania. Strictly speaking, OPF ERA is not locally owned, but it remains a dominant player in the central Maryland home sales industry, and it has offices in key markets around the region. And O'Connor's continuing civic leadership means that he is influencing lives around the area -- even the lives of people who didn't buy their homes from one of his 2,000 agents. Bottom Line: Some exit strategy. O'Connor sold his brokerage and ended up king of an even larger empire.

John Paterakis Sr.

Age: N/A Title: Principal, H&S Bakery; Real Estate Developer Why He Rules: Legal challenges, financial headaches and weak partners couldn't keep Paterakis from building his Inner Harbor East hotel. When a local judge said the tax-incentive deal he struck with the city was illegal, city and state officials changed the law -- and he won his case on appeal anyway. When a bank delayed construction financing until the legal challenges were settled, he opened his check book and used his own money to start construction. When debt-ridden Wyndham International whimpered away from the half-built hotel, he called in Marriott International and struck a deal that solidifies the Maryland company's place in the city. Oh yeah. He also owns a bakery whose products are sold in grocery stores and restaurants all over the East Coast. Bottom Line: He's literally changing the landscape and economy south of Little Italy by building offices, apartments, garages and, now, hotels and grocery stores.

Walter D. Pinkard Jr.

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Morton I. Rapoport

Age: 64 Title: President and CEO, the University of Maryland Medical System Why He Rules: If Johns Hopkins is hospital to the world, then University is hospital to Maryland. The West Baltimore institution is getting bigger as Maryland's health dollar continues to get stretched thinner. University affiliated last year with Maryland General Hospital, and this year it is considering a deal with North Arundel Health System that would put it squarely among the state's health care Goliaths. Should those two combine forces, Rapoport would be sitting atop a system with three acute-care hospitals and three specialty hospitals, plus a slew of ancillary businesses and medical practices. Even if

no deal goes through, the man who has held the president's office at University since 1984 has to be given credit for transforming what was once a perennial money-loser into what's been a consistent performer (until recently, when industry troubles began shaking the system). A product of the University of Maryland School of Medicine, Rapoport had been working his way up the ladder at the hospital ever since graduation. Bottom Line: If Ronald Peterson is Johns Hopkins, then Morton Rapoport is the University of Maryland Medical System. And since University continues to be thought of as "Maryland's hospital" (although it's been a private institution for 16 years), he carries a bigger stick in state politics.

#### George A. Roche

Age: 58 Title: Chairman and President, T. Rowe Price Associates Why He Rules: Roche is resilient to change. As those about him are getting gobbled up by bigger entities, he stands tall in his proclamation that T. Rowe Price, with more than \$ 100 billion assets under management, will remain independent. His 30-plus years with T. Rowe Price have insulated him against the bad times and buoyed him to go forth in the good times. Roche has carried on the tradition of T. Rowe Price executives before him by keeping his fingers in those projects that enhance the city: The Walters Art Gallery, The Greater Baltimore Committee, the Downtown Partnership. He's also chairman of the Alexis de Tocqueville Society of the United Way of Central Maryland -- a pricey way to join a select group. Bottom Line: Roche may have his work cut out for him in the upcoming year of mergers and acquisitions expected in the financial industry. The question remains: Will he stick to his guns about T. Rowe Price's independence.

#### William Donald Schaefer

Age: 78 Title: Comptroller of the Treasury, Maryland Why He Rules: Although his actual power as comptroller cannot compare with the power he wielded as governor or mayor, Schaefer still finds creative ways to brandish his influence -- much to the dismay of his successor, Gov. Parris N. Glendening. Like a child throwing a tantrum, if Schaefer wants something, he'll hold his breath until he's blue in the face and Glendening's calling an ambulance.

While he got his law degree in 1942, this feisty pol never had the temperament for jurisprudence. And lucky for us. After four decades of working in public service, Willie Don still fights the good fight. Bottom Line: He may not always have his facts straight, but Schaefer's heart is never misguided. This old-school politician is truly in it for the little people. (Although, we know how he loves to get good press, too.)

#### Mayo A. Shattuck III

Age: 45 Title: Co-Head Global Investment Banking, Deutsche Banc Alex. Brown; Co-Chairman and Co-Chief Executive, DB Alex. Brown and Deutsche Bank Securities Why He Rules: Whew! Shattuck must feel like he's been riding the Joker at Six Flags since he stepped into Buzzy Krongard's shoes two years ago. But he's managed to survive the whiplash from the high-speed twisting and turning. Alex. Brown wasn't long into the merger with Bankers Trust when Deutsche Banc took over, and with it came the association with the Holocaust -- whether real or illusionary -- and abrupt exits by some of Shattuck's key players. But don't cry for Shattuck. He's being compensated for the extra gray hairs and wrinkles. As insurance to keep him around, Deutsche Banc put in his pocket a compensation package of about \$ 37.5 million over the next three years. Bottom Line: As Alex. Brown struggles to maintain its blueblood identity under the Deutsche Banc banner, Shattuck, who is still a young man in Baltimore's corporate community, will be there to smooth over the rough spots.

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