



# Alive!

## No Ribbing You: ClubFest To Serve Ribs

■ **Last chance to purchase ClubFest tickets before the prices go up is now, so don't wait!**

CLUB HEADQUARTERS — Who's hungry for ribs?

Well, then you're in luck: ClubFest, which has always served good food, and plenty of it, has something else for 2007 to make your mouth water: Ribs!

**Buy your tickets now before the price goes up Sept. 1.**

"We always look at how we can make ClubFest better," said Robert Larios, the Club's Director of Marketing and Communications. "Who doesn't love ribs? We certainly do!"

ClubFest 2007 is set for Oct. 7 at Calamigos Ranch, in the hills overlooking Malibu. Buy your tickets now, before the price goes up. If you buy by Aug. 31, prices are:

- Members \$12
- Children: \$10
- Nonmembers: \$15

On or after Sept. 1: All tickets will be \$20

**See more information on page 47.**



## 5 Leaders Receive Club Scholarships

■ **Club's expanded scholarship program awards Club family members with great potential.**

CLUB HEADQUARTERS — "Everything I do encompasses my credo of bettering oneself as a productive individual in society and enlightening others around me through knowledge, experience and involvement."



Brittany Groves, top Club Scholarship Winner, 2007.

That's the personal philosophy of Brittany Groves, freshman at Southern University in Baton Rouge, La., and winner of the top Club Scholarship for 2007.

Brittany, daughter of Jennifer Quarterman, Child Care Director, Rec and Parks, will receive a stipend of \$3,500 toward her college education.

The other four winners were: Erik Stanton, \$2,000; Sabrina Barbosa, \$1,000; Mindy Leyvas, \$500; and Jacqueneé Polee, \$500.

Congratulations to Brittany, Erik, Sabrina, Mindy and Jacqueneé.

**For more information on all the winners, see the story on page 43.**

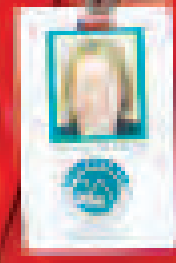


### The Alive! Interview

# Homecoming

**Geraldine Knatz, who began her career at the Harbor Dept., returns as Executive Director. She's working toward a safer port, a cleaner environment ...and 30 percent more laughter.**

**ABOVE RIGHT: Geraldine Knatz, Executive Director, at the Los Angeles Harbor.**



**Read the Alive! interview beginning on PAGE 26.**

Alive! photo by Angel Gomez.



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**GET 'EM WHILE THEY'RE HOT HOT HOT!**

**New Club B-Label shirts are a big hit. Get one or two today!**

**See page 54 for the Club Store.**



# Homecoming



**Harbor Executive Director Geraldine Knatz talks to *Alive!* about coming back to where she began her career ... protecting the environment ... keeping the harbor safe ... and increasing laughter in her department by 30 percent.**

**HARBOR** — You can come home again. And how.

Geraldine Knatz returns to the Port of Los Angeles, where she began her career in 1977, as the Executive Director of the largest port in the country. And its first female executive, too.

The challenges are very different than they were in 1977, when she came to the Harbor as an environmental scientist. Her sense of coming home speaks volumes about working for the City.

**Read all about her in this month's *Alive!* interview, starting on the next page.**

## The *Alive!* Interview

**“Coming back to the Harbor is a good story for all the employees here. You can come in, you can start at the bottom, and you can go out at the top.”**

**— Geraldine Knatz**

**Geraldine Knatz,  
Executive Director,  
Port of Los Angeles,  
talks with Club CEO  
John Hawkins on the  
dock of Fire Station  
112 in San Pedro.**

# The Alive! Interview

## Homecoming

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**Alive!** First, we want to congratulate you on being named Woman Executive of the Year by the *L.A. Business Journal*.

**Geraldine Knatz:** Oh, thank you, John.

**Alive!** I can't ever remember a City Employee getting an award from them, or being in their pages. Except for maybe Mayor Villaraigosa. That is pretty cool!

So, you started here at the Port of L.A.

**Geraldine Knatz:** I started here at the Port of Los Angeles in 1977. I was still a student. I came in at entry level in the environmental office. I worked here for about four years, and then I went over to Long Beach. I went to Long Beach because there was an opportunity to head up the environmental group there, so it was a promotion. I was over there for 24 years.

**Alive!** So you're coming back.

**Geraldine Knatz:** I know. It's kind of a neat thing. I come in at the bottom and then came back at the top. It's like such a nice story.

**Alive!** That's awesome.

**Geraldine Knatz:** Yeah! To me it's a good story for all the employees here. You can come in, you can start at the bottom, and you can go out at the top.

**Alive!** You have a doctoral degree [from USC]. Do we have to call you doctor?

**Geraldine Knatz:** No, no, no, no, no! The people around here do that. It's like, really! They didn't do that over at Long Beach. I think [the people at Long Beach] must have told them, or something.

### TWO PORTS, TOGETHER

**Alive!** You came from the Port of Long Beach. What is the same and what's different about the ports?

**Geraldine Knatz:** What's the same is that both have great people to work with. What's different is the mix of business. At Los Angeles we have a greater [business] diversity. We have the cruise business. We've got commercial fishing. We've got recreational activities and museums that we are taking care of. In Long Beach, it's just the industrial sector. And that's what attracted me, the diversity. It was kind of exciting.

**Alive!** And the Port of Los Angeles is bigger.

**Geraldine Knatz:** Yeah. I mean we're number one [Los Angeles] and number two [Long Beach].

**Alive!** In terms of employees.

**Geraldine Knatz:** Oh yeah, staff size. There were about 300 employees at Long Beach, and this is like 850.

**Alive!** Are you working together with the Port of Long Beach? Do you see a synergy that there wasn't before?

**Geraldine Knatz:** We were working together before. We're working together more now. In my first week, we had the first meeting of the two boards of Harbor Commissioners since 1929. Every Monday, the two Port executive directors, the two board presidents and the vice presidents [get together] for a meeting to work on some of these Clean Air Action plans.

### CLEANER AIR

**Alive!** Is cleaner air the main part of what the two ports talk about at those meetings?

**Geraldine Knatz:** Yeah. We're pretty much dealing with all of the things related to the Clean Air Action plan. And right now we're focusing on the trucking industry. We have a railroad, and there was a major effort that went on for probably two years to get to the point where we've got a whole new locomotive fleet. So now we're really focusing on the trucks. Five years from now we hope to have completely turned over the truck fleet.

**Alive!** And turning it over means what, specifically?

**Geraldine Knatz:** To clean trucks. Either we've retrofitted the old trucks or we have actually scrapped the old ones and replaced them with new trucks.

**Alive!** A big rig.

**Geraldine Knatz:** Yeah, right.

**Alive!** And retrofit means ...

**Geraldine Knatz:** Our goal is to have all the trucks in the port meet the 2007 EPA standard for trucks. And we've got a lot of really old ones out there. So, at the end of five years, we'll be there, but we're going to have to help subsidize this switch. It's about a \$2 billion program to change out this fleet.

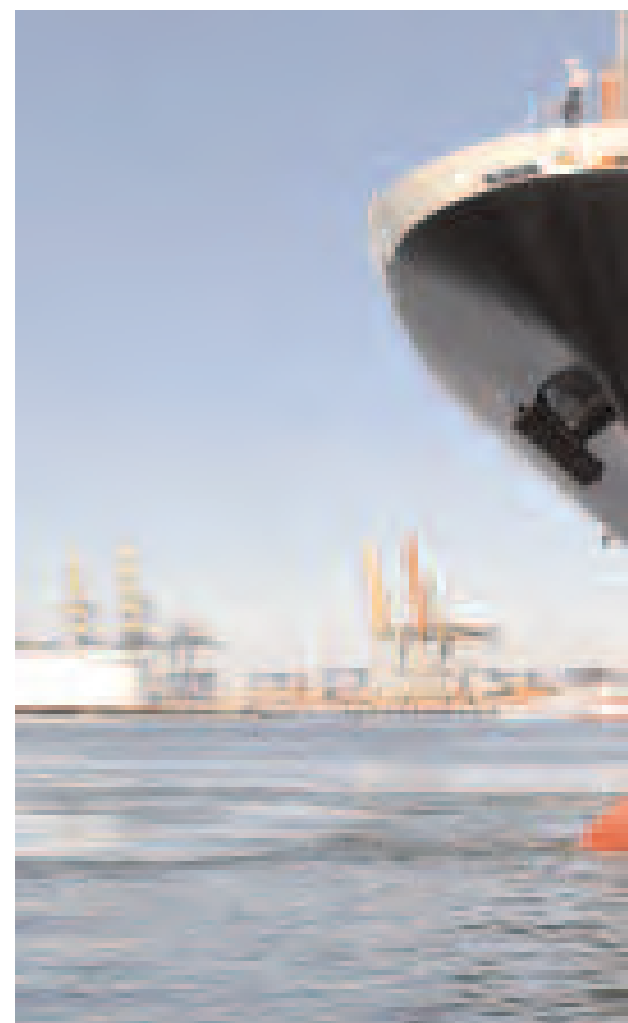
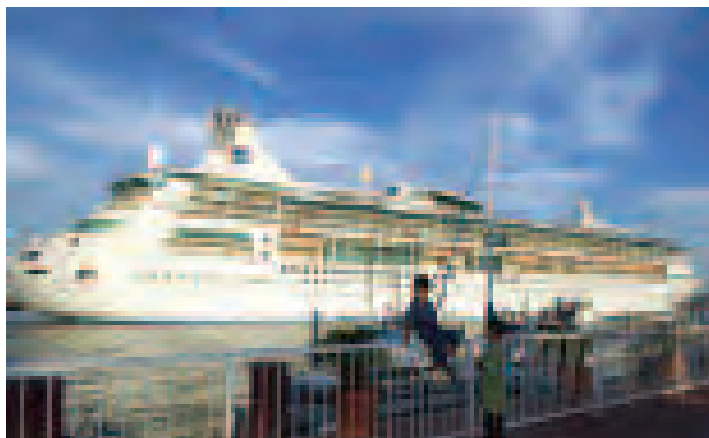
**Alive!** Because these are private companies that own these trucks.

**Geraldine Knatz:** Right. New trucks are very expensive. If you're going to get an LNG [liquefied natural gas] one, it's \$185,000 for one truck. The older trucks, the diesel trucks, are maybe \$125,000 [to retrofit to LNG]. It's a lot more than just going and buying a new car.



**“It's great to see something that you started here, all of the sudden be picked up in other places. It's like our Clean Air Action Plan. San Diego's doing one. The Bay area's doing one. Seattle, Tacoma and Vancouver teamed together to do one. So we started something and all of the sudden, it has affected the whole West Coast.”**

— Geraldine Knatz





An old-fashioned root beer social is part of Geraldine Knatz's plan to improve communication, camaraderie and laughter. Upper management played the part of servers.

## CHANGE IS CONSTANT

**Alive!** Since you began your career in port management, how have things changed? Have they changed for the better or the worse, in terms of port operations?

**Geraldine Knatz:** It was such a small group of employees back then. Obviously things are much more complex now. But, I would say that they've just grown. I can't say they've grown for the better or they've grown for the worse. One of the reasons people come to the port and they never leave, is that things constantly change. I've never had a day coming to work where I'm bored. I've never had a day where I woke up and said, I don't want to go today because I don't want to deal with this thing or that thing, or I'm doing the same old thing. Every day is, oh my gosh, a new thing happening. It constantly evolves, it constantly changes. The industry constantly changes and you kind of have to grow and change with it.

## THE LEADING EDGE

**Alive!** Is there another port in the world that you personally look up to in terms of things that they've done, or accomplish-

ment they have?

**Geraldine Knatz:** We're really on the leading edge. LA and Long Beach are shoulders above the other ports.

I recently went to a meeting of the port executive directors -- they get together once a year for this session and it's very informal. It was good thing I showed up. Everybody throws onto the agenda what they want to talk about, and the whole agenda was about us. What the heck are we doing with this? Why are we doing that? The other ports are a little leery about how things that happen here could affect them. Sometimes we scare them a little bit. But that's exciting, too. And it's great to see something that you started here, all of the sudden be picked up in other places. It's like our Clean Air Action Plan. San Diego's doing one. The Bay area's doing one. Seattle, Tacoma and Vancouver teamed together to do one. So we started something and all of the sudden, it has affected the whole West Coast.

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# About Geraldine Knatz, Ph.D.

Executive Director, Port of Los Angeles

# Bio

**Hometown:** Wayne, New Jersey

**Education:** Rutgers, University of Southern California

**Family status:** Husband and two sons

**Current residence:** Long Beach

**Favorite music:** "I'm stuck back in the Motown era."

**Favorite song:** "Midnight Hour," Wilson Pickett

**Favorite TV show:** "I rarely watch TV. I like to watch *Masterpiece Theatre/Mystery.*"

**Favorite candy:** Dark chocolate.

**What she does on Friday night:** "Friday night is family night."

**Favorite phrase:** "It's impossible, it's difficult, it's done."

As Executive Director of the Port of Los Angeles, Geraldine Knatz oversees the daily operations and internal management of the nation's number one containerport. After an exhaustive national search, Los Angeles Mayor Antonio Villaraigosa nominated Dr. Knatz for the position in late 2005. In January 2006, she became the first female executive director of the Port of Los Angeles.

Moving the Port of Los Angeles forward with an agenda that focuses on responsible Port growth and environmental leadership is an aggressive goal that Dr. Knatz has tackled from day one. Reducing port emissions, eliminating health risks and expanding capital development programs to accommodate the Port's future growth as a premiere Pacific gateway and national economic engine are top priorities at the Port under her leadership.

A key to accomplishing these goals is the landmark San Pedro Bay Ports Clean Air Action Plan, approved in November by the Los Angeles and Long Beach Harbor Commissions. The Clean Air Action Plan provides a comprehensive strategy for reducing air emissions from port operations by nearly 50 percent over a period of five years. She was instrumental in the creation and implementation of the Clean Air Action Plan. Her efforts facilitated the first joint meeting of the leaders of the two ports since the 1920s and the first-ever public meeting of the two Port Boards on the day the Plan was approved last November.

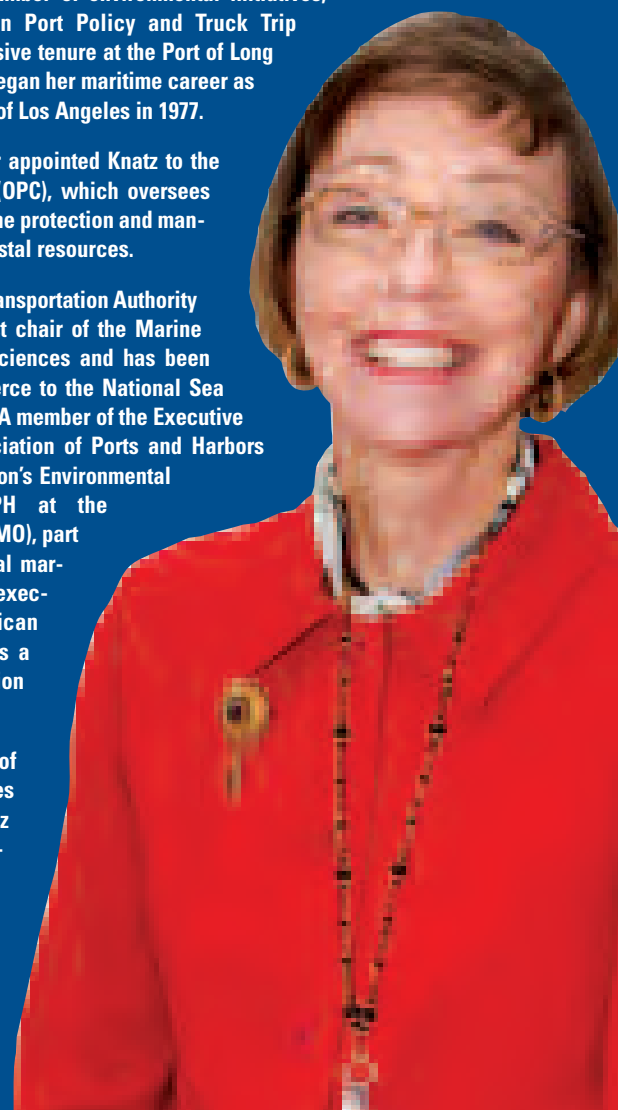
Dr. Knatz's take-charge attitude and relentless energy in making "green growth" a top priority at the Port of Los Angeles has earned her numerous accolades, including: recognition as "Woman Executive of the Year" in May by the Los Angeles Business Journal; being named one of Southern California's 100 Most Influential People by the Los Angeles Times' West magazine; and, in December, a spot on Los Angeles Magazine's "Power List" of L.A. Influentials.

Previously, she served as managing director of the neighboring Port of Long Beach. As the number two executive at the Port of Long Beach, she oversaw a \$2.3 billion capital improvement program and spearheaded a number of environmental initiatives, including development of the Green Port Policy and Truck Trip Reduction Program. While her impressive tenure at the Port of Long Beach spans two decades, Dr. Knatz began her maritime career as an environmental scientist at the Port of Los Angeles in 1977.

In June, Gov. Arnold Schwarzenegger appointed Knatz to the California Ocean Protection Council (OPC), which oversees and coordinates statewide policy for the protection and management of California's ocean and coastal resources.

She serves on the Alameda Corridor Transportation Authority (ACTA) Board of Directors, is the past chair of the Marine Board of the National Academy of Sciences and has been appointed by the Secretary of Commerce to the National Sea Grant College Program Review Panel. A member of the Executive Committee of the International Association of Ports and Harbors (IAPH), Dr. Knatz chairs the organization's Environmental Committee, representing the IAPH at the International Maritime Organization (IMO), part of the United Nations, on international maritime treaties. She also serves on the executive committee for the American Association of Port Authorities and is a past chair of its Harbors and Navigation Committee.

A proud alumna of the University of Southern California, where she teaches in the Civil Engineering School, Knatz earned two degrees from USC: a doctorate in biological science and a Master of science in environmental engineering. She also holds an undergraduate degree in zoology from Rutgers University. Born and raised in New Jersey, she lives in Long Beach with her husband and two sons.



# Homecoming

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## POWER FOR CLEANER AIR

**Alive!** Speaking of clean air, what is the progress of AMP? We featured it in several issues in the past. [The AMP program allows ships, while in port, to plug into power from the dock, instead of running their diesel generators for onboard power. It reduces the amount of exhaust in the Harbor. — Ed.] Can you give us an update?

**Geraldine Knatz:** When you did your first article, it was about China Shipping and plugging in. We now have another terminal that is plugging in. It's NYK. They're in the testing phase, so they brought several ships in, they plugged them in, and we're

probably going to go public with that, in terms of a big event, probably in September. We are hoping to have our cruise terminals power-ready by the end of 2008. Our goal is, over this five-year cleaner action plan, to have all our major berths fitted with the connectors for the ships to plug in.

**Alive!** Is there still a lot of negotiation that you have to do with the shipping companies to retrofit their ships?

**Geraldine Knatz:** In Los Angeles, it's becoming the norm. Negotiation is not the right word when you talk about AMP. As the leases come up for renewal and as we enter into new leases or lease amendments, we put all these action measures in the Cleaner Air Action Plan in the lease. But everybody knows out there. AMPing is a given. Most of the carriers out here have already retrofitted their ships. They're just waiting for our power to get there.



The Port's AMP project allows cargo ships in dock to connect to electricity from the dock, rather than running their own diesel engines. This creates far less pollution for the Harbor air.

## DAY TO DAY

**Alive!** How would you describe a typical day for you?

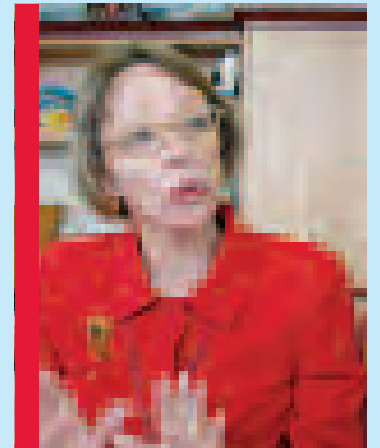
**Geraldine Knatz:** Well, I get up at 4:45, take a jog with my husband and am usually gone from the house by 6. I like to be in by 6:30 because most employees don't show up until 8, so that gives me time to really get organized and file away the homework that I brought home the night before. And get the emails set and get ready for the day.

A lot of times I have 7 a.m. meetings. I have my table down at the Grinder. They know me. They know, okay -- she's here, get the Diet Coke. It's my breakfast.

## REBUILDING THE TEAM

**Geraldine Knatz:** It took me a year to build a new management team. I brought in a lot of outsiders. I reorganized the port into four functional groups. We have the finance and administration. We have the business side. We have the development side. And then we have the operations side, the day-to-day operations. I put in four deputy executive directors over those four units. And then we have the public affairs group, which also reports to me. I spend a half a day Monday with those people.

One of my goals is to try and improve communication within the organization, so more people know what's going on and are brought in, and change some of the way that things were done here.



I'm a believer in sharing information. So I like to share what's going on with the staff and the board members. So there's a lot of interaction with the board members.

## TWO BIG ISSUES

**Alive!** The environment seems to be one of the biggest issues. How does terrorism compare with that?

**Geraldine Knatz:** They're both issues you have to think about every day. They're both works in process. You can never say, okay, the Port's secure enough, so we can stop doing stuff. It's a constant thing.

It's the same way with the environment. You never say, oh, we're clean enough, so we're done. There's just always something new. In the environmental area, we happen to be focusing on air now. Years ago, we focused on water. So there'll be something new that's always coming. And the same way with security.

# 30 Percent More Laughter

**Alive!** Tell us about your initiative to increase laughter in the department by 30 percent. We're intrigued. How's it going? Did you come up with that?

**Geraldine Knatz:** I tend to steal things from something I've read. I had heard coming here, and I had sensed at Long Beach, that morale here wasn't the greatest. And so when we were working on our strategic plan, I kind of threw that out, and the rest of the management team thought, hey, it was worthy enough to

focus on employee morale as one of our strategic initiatives. So we're actually going to have a presentation on humor in the workplace as part of our management academy. And we're doing a formal morale study. We formed some internal teams. One is the "A" team, an employee self-directed effort to try and bring employees together.

And then, we've got a lot of other things going. A lot of it had to do with our facilities. The carpet was filthy, the [cafeteria] was a mess. We had to shut it down. It's not good when you don't have food for people, let me tell you. That's not a morale booster. We had the In-N-Out truck out in front of the building yesterday. We've had ice cream.

One of the things we did was just bricking the patio. We have a mud hole out there off of where the cafeteria was, where people could get food. And you couldn't use it. You couldn't work out there; it was always muddy. So we bricked it in. We put tables out there so

people sit outside and come together. I wanted more places for people to collaborate. This is very much a cubicle-driven type structure. The architecture interior of this building is not conducive to bringing people together. So we're addressing our facility needs long-term -- sprucing the building up and making a place for employees to congregate. And they're building a new full-service cafeteria with a salad bar and a soft ice cream machine. And we have space to sit around it, and opening up our cafeteria, all those kinds of things.

We had a root beer float [social] out on the patio about a month ago. And we made the management do all the serving.

**Alive!** And the one-minute parades.

**Geraldine Knatz:** Oh, the one minute parade. I learned it from the guy who talks about humor as a way to recognize employees, and employees can do for each other. You keep a basket of instruments. And then when someone decides to recognize a person [for something good they have done], everybody gets the instruments, and then they parade around the cubicle for one minute blowing these kiddie instruments. And the person there is embarrassed. They laugh. Everybody's laughing. And they did it to me. I got a one-minute parade when I got the Business Journal award. All of a sudden, a bunch of people came in here and I was embarrassed. And I started laughing.

We're going to be talking about recognizing each other more often. It doesn't have to come from me. It could be employees to employees.



Enacting a one-minute parade in honor of Michael Hale, Management Analyst and Club Member (seated) are, from left: Julia Kirwan, Senior Management Analyst; Melissa Malahni, Student Worker; Alicia Bell-Molina, Student Worker, Club Member; Rachel Campbell, Public Relations Representative; Debbie Scanlon, Legal Secretary III, Club Member; Marco Sanchez, Civil Engineering Associate, Club Member; and James Howlett, Office Engineering Tech, Club Member.

## The Alive! Interview

### FUN IS IMPORTANT

**Alive!:** Where does this come from? You seem to have a positive attitude, at work and I'm sure in your personal life. Where does it come from? Where did you get it?

**Geraldine Knatz:** I like to have fun. I come to work to have fun. I believe people can work hard and also have fun at work. If this wasn't fun, I wouldn't like waking up and coming here every day.

**Alive!:** Have you always been like this, from birth?

**Geraldine Knatz:** I guess. I don't know.

**Alive!:** Were your parents like that?

**Geraldine Knatz:** No. [Laughter]. No. My mom is actually out here with me now, visiting. My mom's 93 and she still works.

**Alive!:** What does she do?

**Geraldine Knatz:** She works for the school district back in New York. I came from a background of the European work ethic — you work hard, you work hard, you work hard. And I just have to infuse more fun in with it.

**Alive!:** Do you have a Website with your ancestry on it?

**Geraldine Knatz:** Yes, I do. [www.knatzfamily.com](http://www.knatzfamily.com).

**Alive!:** So you did the code [built the Website] yourself?

**Geraldine Knatz:** Yes, and I

notice that the color is missing from it somehow. And of course I did that right before I started this job, and I haven't gone back for updates. Updates haven't been out there. But I have a real interest in family history and genealogy. I'm working on the history of my neighborhood in Long Beach. And I've actually gotten into the history of the [Harbor] board's activity in 1907. I'm doing a little independent research because the California Historical Society's having its annual meeting in San Pedro in the fall, and so they asked me to do a paper. I've decided I'm doing some basic research. But let me tell you that the [board] minutes — things were really juicy back then.

**Alive!:** A little too much information.

**Geraldine Knatz:** Our minutes today are a little more cryptic. Back then, they let it all hang out. So it's kind of fun to go back and read about it.

### QUALITY EMPLOYEES

**Alive!:** Talk about your civil servants who work for you, the City Employees.

**Geraldine Knatz:** The Port has a great staff. We did a survey: Most of our employees live within 15 miles, and a lot of our employees live in the San Pedro area. The port means more to them than just some place to go to work. And because of that, we have people that are very dedicated to the job. They grew up here. They come to work here. That's a unique situation. It just makes the work so much richer and the diversity of our employees really great.



Encouraging more socializing is part of the management plan of Executive Director Geraldine Knatz.

I have an office out in Wilmington, and I'm the first executive director to do it. We have a couple hundred employees in Wilmington, in our maintenance yard. They're the guys and gals who work in the shops, our gardeners and people like that. How cool is it when I have a chance to go walking around in the maintenance yard and visit the shops. I was over there and visited our rigger. He's got this neat facility. It was just so much fun, him showing me all his tools and equipment. I just love it. I love the interaction with the civil servants and the employees, and being out there with them. Especially out in Wilmington. I try and go out every Tuesday. That's my like day in the country.

**Alive!:** Thank you!

**Geraldine Knatz:** Thank you!



## Clean Locomotives for the Port

### ■ A new generation of clean-diesel locomotives debuts at the Ports of Los Angeles and Long Beach.

**HARBOR** — The ports of Long Beach and Los Angeles and Pacific Harbor Line (PHL) on July 11 commissioned the first of a new fleet of lower-emission, clean-diesel locomotives, which will improve air quality and make PHL the most environmentally friendly switching railroad in the nation.

Port, City and state officials joined with PHL to celebrate the event and congratulate the railroad for transforming its entire locomotive fleet.

Replacement of the locomotives is part of an agreement between the ports and the PHL, which provides switching services for port customers and dispatching for all BNSF Railway and Union Pacific trains within the ports.

The locomotives, outfitted with remanufactured engines, emit 70 percent fewer diesel particulates and 46 percent less smog-forming nitrogen oxides. The new engines also cut greenhouse gases by burning 30 percent less fuel.

"Port of Los Angeles terminals with on-dock rail handled more than 1.3 million containers during 2006 — 28 percent of all containers handled at our Port," said Port Executive Director Geraldine Knatz. "That's why PHL's clean fleet investment is so important to us."

The cost of the \$23 million project is

being shared by PHL (\$10 million) and the ports (\$5 million each), with additional funds from the state Carl Moyer Program, administered by the South Coast Air Quality Management District.

So far, four of the black-and-white, clean-diesel engines have been delivered to PHL. Two more each month will arrive through the rest of the year. The locomotives are being remanufactured at MotivePower Inc.'s Boise, Idaho, plant.

The engines meet the U.S. Environmental Protection Agency's "Tier 2" standards for reduction of air pollutants and replace much older locomotive engines, some of which are 50 years old.

The new, eco-friendly locomotive fleet is just one of many groundbreaking environmental initiatives undertaken by the San Pedro Bay ports. The ports of Long Beach and Los Angeles adopted the landmark Clean Air Action Plan (CAAP) in 2006 to curb port-related air pollution from trucks, ships, locomotives and other equipment. A model for seaports around the world, the CAAP is the boldest air quality initiative by any seaport, consisting of wide-reaching measures to significantly reduce air emissions and health risks while allowing for the development of much-needed port efficiency projects. For information on the joint Clean Air Action Plan see the websites of the two ports, [www.polb.com](http://www.polb.com) and [www.portoflosangeles.org](http://www.portoflosangeles.org), or visit [cleanairactionplan.org](http://cleanairactionplan.org)

**"I have an office out in Wilmington, and I'm the first executive director to do it. We have a couple hundred employees in Wilmington, in our maintenance yard. How cool is it when I have a chance to go walking around in the maintenance yard and visit the shops? I love the interaction with the civil servants and the employees, and being out there with them."**

— Geraldine Knatz

