



Club Specials!

Snow Valley
Lift Tickets:
\$10 to \$35

Big Bear/
Snow Summit
Lift Tickets:
\$19 to \$42

Mountain High
Lift Tickets:
\$49

See's Gift
Certificates
\$12.50

SEE PAGE 45

Alive!



Regina Tennelle,
Manager, Club
Member, in the
Airport Response
Coordination Center
overlooking LAX.

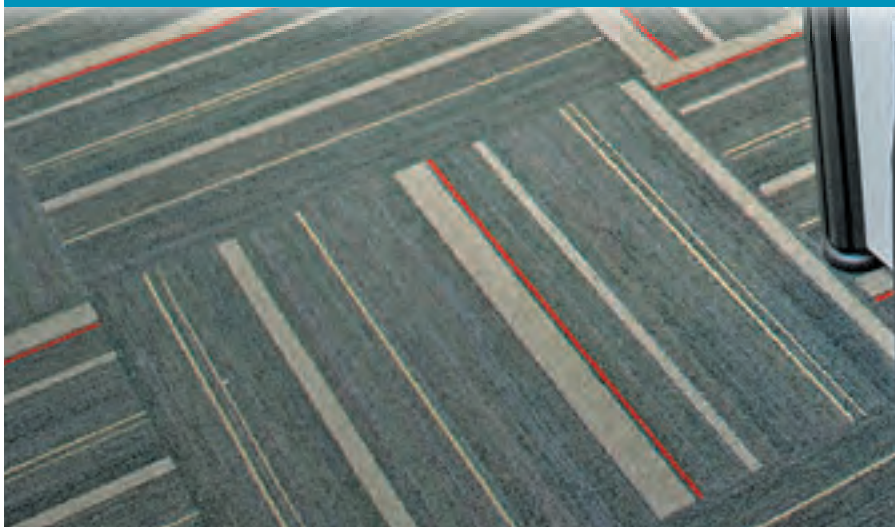
Airports



In Control

LAX's innovative Airport
Response Coordination Center
(ARCC) soars with top-flight
efficiency, responsiveness.

SEE PAGE 22



Alive! Photo by Summy Lam



City Employees Club of Los Angeles
120 West 2nd Street
Los Angeles, CA 90012

CHANGE SERVICE REQUESTED

PRSRT STD
US POSTAGE
PAID
PERMIT NO. 288
ANAHEIM, CA

Club Exclusive

Party at Knott's!

May 11. Hurry!

See back cover





Airport Response Coordination Center

Flying High

As it celebrates its first anniversary, the Airport Response Coordination Center (ARCC) is improving operational efficiency and crisis capabilities.

Photos by Summy Lam, Club Director of Marketing

On Jan. 24, the City celebrated the first anniversary of the innovative Airport Response Coordination Center (ARCC), which greatly improves LAX's efficiency and crisis management functions. The center, which is not the first of its kind but is nonetheless proving a model for other international airports, has already proven its worth after just one year.

The \$13.9-million facility greatly enhances LAX's operational efficiency and crisis management capabilities by centralizing communications and streamlining management of all the airport's many operations, while improving service to passengers, airlines, concessionaires, tenant service providers, governmental agencies, and the surrounding community. The center brings together many operational and emergency coordinators who used to be spread throughout the giant facility. Now that they are together, it's making a big difference.

The Airport Response Coordination Center provides day-to-day, round-the-clock operational support, facility management, flight information, and security coordination, and ensures compliance with all federal aviation regulations. The ARCC is regularly staffed with personnel from LAX's Airside (airfield) and Landside (terminal) operations, Airport Police and Construction & Maintenance Services divisions, as well as from governmental agencies, including the Transportation Security Administration. The ARCC staff is expected to expand as other airport monitoring activities are merged into the ARCC.

A separate section of the ARCC, called the Incident Management Center, would be activated during a major incident or airport emergency — calling in additional personnel to specifically respond to the event, from initial onset, to securing the incident, and through recovery of impacted operations until the airport fully resumes normal operations and the incident officially "closed."

As pictured in this issue of *Alive!*, the IMC functions as the "nerve center" for dealing with a critical event, receiving information from emergency responders at the on-scene Incident Command Post and from other parts of the airport, and allocating critical resources as required in a timely and efficient manner. By improving coordination during a critical incident, airport officials expect to reduce response time to incidents that could impact the traveling public.

During a critical incident, the regularly scheduled ARCC staff would continue to manage other airport activities that might be impacted slightly or not at all by the incident, including airport roadways, terminals, parking facilities, ground transportation, fueling operations, runways and taxiways, cargo and catering facilities, office buildings, etc.

The airport's established AiRadio 530 AM broadcasting facility also is located inside the ARCC. At the facility's opening last year, the LAX AiRadio station was the only airport information station in the United States to be granted a waiver by the Federal Communications Commission of its own long-standing rules to allow LAX AiRadio to increase transmission power to 100 watts from the normal maximum of 10 watts. The waiver was based on security reasons and the need to immediately

convey current airport conditions directly to thousands of passengers and motorists following a critical incident, before they reach LAX and become enmeshed in traffic congestion and flight delays or cancellations. The LAX AiRadio signal now covers most of the Los Angeles area as an important part of the airport's security plan.

The dual-operational ARCC facility complies with the Federal Emergency Management Agency's National Incident Management System (FEMA NIMS). This management system is designed to cover the prevention, preparation, response and recovery from terrorist attacks, major disasters, and other emergencies. By implementing NIMS, all levels of government can work efficiently and effectively together by eliminating redundancy and confusion during an emergency response.

LAX has activated an airport emergency operations center during several past events, but this is the first time that a centralized response organization comprised of all essential airport management personnel is co-located in one dedicated, specialized facility. The LAX Airport Response Coordination Center also will serve as a crucial link to the City's Emergency Operations Center for comprehensive response, resource allocation, and communication with City leaders.

The total cost of more than \$13.9 million includes \$8.4 million (65 percent) allocated to installing state-of-the-art technology, equipment, and software. The project was funded from the airport's general operating revenues and \$970,000 from a California Emergency Management Agency Urban Area Security Initiative grant. No monies were allocated from the City's general fund.

Construction

The 15-month project, which began in September 2009, includes six months between June and December 2010 for actual construction of the facility. The new LAX Airport Response Coordination Center was designed by Gensler Architects and built by Technion Contractors, Inc., both from Southern California. Local offices of Systems Development Integration, LLC; General Dynamics Information Technology, Inc.; and Motorola Solutions, Inc., installed and integrated the new state-of-the-art technology, equipment and software. Airports Development Group engineers and Information Management and Technology Group systems analysts managed the project.

Airport officials report nearly 200 jobs at prevailing wages were created during this project, including architects, engineers, inspectors, construction workers, building material fabricators, transport drivers, systems specialists and administrative support personnel.

"The new state-of-the-art facility will improve day-to-day operations and help LAX better respond to any type of incident or emergency," said Mayor Villaraigosa when the facility opened last year. "From serving as a nerve center in an emergency situation to quickly getting planes to their gates in a rainstorm, this new facility will improve efficiency and keep travelers moving safely and quickly every day of the year."

On the following pages, *Alive!* takes you on a tour of the ARCC and explains what role each station plays in LAX's hour-by-hour operations.



Monitoring airport activities inside the ARCC.





ALIVE! FEATURE



The ARCC features high technology to better serve LAX's needs.



A Mock Emergency

When *Alive!* visited the Airport Response Coordination Center (ARCC) on Dec. 7, the center was performing a mock emergency, to work through procedures. The ARCC is normally not in emergency mode, and its large Emergency Management Center, next to the normal operations center, is not used. But it on Dec. 7 it was, showing the center when both sides are in action.

Present for the mock emergency were representatives the LAPD, the LAFD, Airports, Transportation, and federal agencies including the TSA (Homeland Security).

In addition, the center was linked in real time to the City's Emergency Management Center downtown.

"This is how we come together," said Regina Tennelle, Sr. Management Analyst II, and ARCC Manager.

During the drill, as would happen in a real emergency, the multi-departmental teams come together by function, indicated by colored vest. The colors, and the functions they indicated, are yellow, logistics; green, finance/administration; blue, planning/intelligence; red, operations; and no color, command or external agencies.



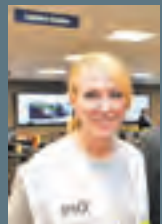
The mock emergency drill.



Finance/Administration.



Logistics.



Mary Grady, Managing Director, Media and Public Relations, LAPD.



Planning/Intelligence.



Melinda Adams, Sr. Clerk Typist, 17 years of City service, staffs the sign-in desk for the mock emergency exercise.



Leadership team, from left: Randy Parsons, Federal Security Director, TSA; Jacqueline Yaft, Executive Director of Operations and Emergency Management, Airports; and Barry Rondinella, Director of Operations, Airports.



A leadership conference.

The *Alive!* Interview

Regina Tennelle, Manager, ARCC, Club Member.



'We Depend on Each Other'

On Jan. 5, *Alive!* interviewed Regina Tennelle, Sr. Management Analyst II, and Manager of the Airport Response Coordination Center (ARCC) for Airports in her office. She is also a Club Member. – Ed.



***Alive!*: So you've worked for the City for 20 years. Congratulations!**

REGINA TENNELLE: Thank you. Thank you.

Your first job with the City was at the DWP, right?

REGINA: Yes, the DWP as a Clerk Typist.

When did you come over to Airports?

REGINA: In the fall of '96, I believe. I've also been a Club Member ever since I've been with the City.

How did you get to this position, once you arrived here at Airports?

REGINA: Once I arrived here at the Airports, I worked in Noise Management as a Sr. Clerk Typist and then transferred over into Administration, working for the Deputy Executive Director of Facilities. After that, I was promoted to a Management Assistant, and from there to Management Analyst, and then to a Sr. Management Analyst. And then I came over to Operations in 2007.

Great, thanks.

The Purpose of ARCC

Give me a very broad overview of what ARCC is, what ARCC does, and why it came to be.

REGINA: Sure. The ARCC is the nerve center of LAX and it came to be because it was identified that, to

provide better service to our tenants, meaning the airlines, LAWA employees, other tenants that work on the airport property, we needed to have one central location where our police, our operations, our facilities management staff could work together and respond to incidents that happen and be able to expedite the recovery of any disruptions in operations.

There was a study that went on for several years where they identified who needed to work together, to restore the airport to normal operations when there's a disruption. We also want to improve customer service and we want to be able to communicate better with our stakeholders on a daily basis of what's going on and be able to coordinate what's happening. We want to be proactive in looking for issues or possible incidents that may happen that could disrupt operations. We try to keep a pulse on what's going on around the airport.

What challenges does ARCC respond to? With all the LAX leaders and managers scattered around, it could cause delays. Is that kind of a fair statement?

REGINA: That's a very fair statement. It caused delays in our ability to coordinate and respond and work together. There were some challenges in how we communicated with each other. So we identified that.

This nerve center now helps to address crises by allowing us to hear the same information as it comes in at the same time for all three of these agencies, and then we can go out and respond accordingly.

It brings almost all of the decision-makers together in one place to respond at the same time to the same stimulus rather than trying to coordinate an approach that might take a while to find everybody. Is that about right?

REGINA: That's correct. We used to be in about seven different locations. Now we're down to just two. Police dispatch is in its own facility. Those other six locations are now into one location here in the ARCC.

What functions are represented here at ARCC?

REGINA: We have airport operations, responsible for making sure that the airport is compliant with all Federal Aviation Administration standards, better known as Part 139. We have Airport Police, responsible for the security aspect; and we have Facilities Management, responsible for the facilities and to make sure that the structures are safe, secure, and operable. We also have TSA here, which is concerned with security, and they work very closely with police.

Behind the Scenes

The traveling public, which is millions of passengers a year here at LAX, wouldn't necessarily know about this unless an incident came up, but it would help them even though they might not know it. The paying customer might not necessarily know about this center, but it still is very important.

REGINA: It's very important to their experience because the people and the businesses that are serving them rely on us to make the travel experience go smoothly, which means Operations is always keeping track of the baggage handling systems in the terminals that [Airports] owns and manages. We're keeping the pulse on the traffic into the central terminal area for the passengers and the people who are dropping them off. We're keeping the pulse on the ground transportation systems, the taxi services, the shuttle buses. So in that way they won't see what's working. They won't see what we do. They won't see it as the ARCC is doing this work, but we're here working with the station managers to make sure that they don't run into any incidents. We're making sure the terminals are clean. We're making sure that the restrooms are operating correctly. One way the passengers will know that we're here is because, if they do see something wrong in the terminals and they want to call, we do have our number in certain areas posted. But everything else is seamless.

Solving Problems

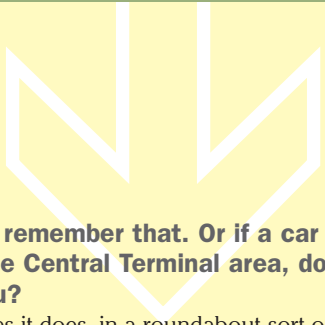
Let's talk about some of the issues you face. If a plane's coming in with a flat tire, do you get involved?

REGINA: Yes. We have aircraft alerts that we respond to. Those are on the extreme end. Or power outages. That created a mutual response by the DWP and the airport.

We brought in other agencies to help us with the Sepulveda Tunnel flood [in 2010].

Regina Tennelle (center), Club Member, explains the ARCC to John Hawkins, Club CEO (left) and *Alive!* editor John Burnes.





Oh right. I remember that. Or if a car breaks down in the Central Terminal area, does that involve you?

REGINA: Yes it does, in a roundabout sort of way. We're asking police to report it. The police are going to make sure that that car is actually disabled and that it's not there as a threat to security. We're going to be concerned at the ARCC because we don't want a traffic jam to happen. So we're going to start looking at ways that traffic should be rerouted. We're going to see what can be done to help get that car out of the way. That's one way we're trying to improve the experience, travel experience at LAX.

And there are more minor types of things, let's say a toilet flood. That involves you, too, right?

REGINA: That definitely involves us. We get a lot of those calls as well as elevator calls. We get those on a daily basis. We will talk to our Facilities Management staff in the field and dispatch them to the site to look at it and get it back into operations as soon as possible.

You're problem solvers.

REGINA: We are. We are out there trying to solve any problem that comes along. The good thing about the ARCC is that we're doing this together. An issue might be specific to ops or to facilities, but at least now all three agencies have an awareness that we didn't have before. Now we all know something is going on.

And you have the ability to alter the traffic signal patterns in the area to facilitate better traffic movement if there's an emergency.

REGINA: Yes, we do.

How often do you do that?

REGINA: Not too often – during peak traffic periods, which tend to be the couple of days before and after Thanksgiving, Christmas, New Year's... our highest travel days of the year.

It really works to get people here as quickly and as safely as possible.

REGINA: It does. It makes a difference. It helps to improve the flow to get them into the airport and adjust the lights help them move around the terminal areas a little bit better.

Other Departments

Which departments outside of Airports do you work with?

REGINA: The Department of Water and Power. We've established a good relationship with them. We've established one with Public Works' Bureau of Sanitation because of the Sepulveda Tunnel. The Los Angeles Fire Department is huge. It's one of our partners on a daily basis because they have a fire station here designated for aircraft rescue. It's called the ARFF – Aircraft Rescue Fire Fighting.

Yes, we know that Fire Station.

REGINA: We also work with LAPD. Our Airport Police Dept. works with LAPD on security issues.

Do you work with Transportation?

REGINA: Yes, we work with Transportation in terms of the traffic lights. We work with California Highway Patrol for the areas that are managed by the State of California on the roadways like the 105 and the Sepulveda Tunnel. That piece of property right there has like four or five different agencies that work with it.

A Model

Now that it's in operation, what have you learned from ARCC?

REGINA: We've learned the benefit of working together, for different divisions to work together in one place and be able to share information, share resources and develop plans together to resolve issues.

How was it funded?

REGINA: The project was funded from Airport's general operating revenues and \$970,000 from the California

Emergency Management Agency Urban Area Security Initiative Grant. No moneys were allocated from the general fund.

Is this a model, an emerging trend? Are other airports doing this?

REGINA: Other airports are doing this across the country and throughout the world. Prior to us starting this, we looked at the model in Dallas Fort Worth; they have a large facility that's almost four times as big as us. They have the space to do it.

Right.

REGINA: Other places – small airports, big airports – are doing it, and it's a trend. People are trying to figure out the best way to do it. We've had visits by foreign countries such as Qatar and Canada, from Toronto. We also had Taiwan come in and take a look at it. It's an emerging trend because people are starting to see the benefit of working together, of having a nerve center where all the information comes in, all the agencies hear it at the same time and then go to work based on it.

We've had visits from a variety of people. We've had visits from Seattle and they already have one, but I think they're looking to update it and refine it. I've had people from Uzbekistan. Just all over. And not only airports – we also have had people from different agencies and other business models, like Universal CityWalk.

Really?

REGINA: They were in the process of starting a nerve center too, so they came here right after we opened and took a look at it. It's not just for airports, but it's for businesses that manage a large facility that have multiple agencies that need to respond to an issue.

Geek Speak

Okay, for all of the tech geeks out there like the *Alive!* staff, how many monitors do you have in here? Any idea?

[Laughter.]

She laughs.

REGINA: Okay, now I have to do math. Four times 30, 29, 33, plus six, 39 and four is six... three, 12... 156? Does that sound right?

Big ones?

REGINA: Oh no, I'm talking about just the desk monitors. I've got 10 70-inch monitors, I know that. I've got one video wall that has 12 monitors.

The Crew Makes It Work

Tell me about your crew – how passionate they are about this new model? New models aren't always easy for people to adapt to.

REGINA: The crew has been great. This project was put on a fast track because our executive director saw a need to bring it together. Our staff was great in that, within one month, they had learned about six different softwares and they came in and they started using it. They provided some valuable feedback to help us improve it.

Everyone's been really great about it. Police have really seen a benefit to it, being able to share information, and at the same time getting a better understanding of airport operations management, seeing how their work impacts the rest of the airport.

It's changing how we all do business. Before, we just worked in our little silos. But now we see that we depend on each other. The staff has taken to it very well. Our duty managers have done a really great job to bring everyone in the ARCC together to be able to keep them on the same page, regardless of how minor or how major an incident is.

This is really a big change for [Airports] and Airport Operations. The ARCC is being tasked to manage the airport, and it's changing how all of our divisions work together. It's making operations take on a bigger role than it had in the past. We want to coordinate with everyone to make this airport run smoothly, and that's new. It's exciting because we're doing what it takes not

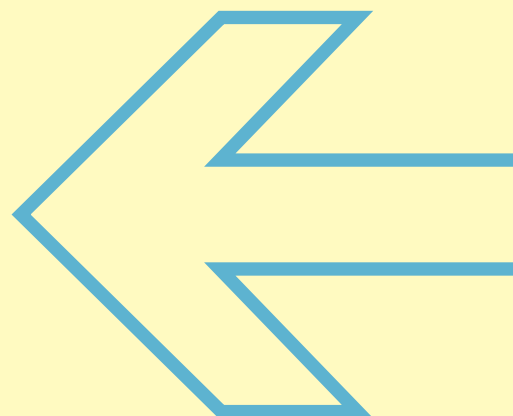


Regina Tennelle, Club Member, is interviewed in her office.

only to keep our license or to keep our airport certified, but we're also doing whatever it takes to make sure that the airport runs safely and smoothly for the traveling public. That is our foremost objective with ARCC. Airport Operations is taking the lead on it, and we're working with all of our partners to get to that goal.

That's great, Regina. Thanks for your time.

REGINA: You're welcome.



Airport Response Coordination Center

City Employees of ARCC



Keeping Watch

Employees from several different City departments are grouped as one inside the Airport Response Coordination Center (ARCC). We'll list them here by function.
– The team was photographed during a normal business day, Dec. 7, 2011.

Work Request Desk

Work orders from LAX ground personnel are managed here.

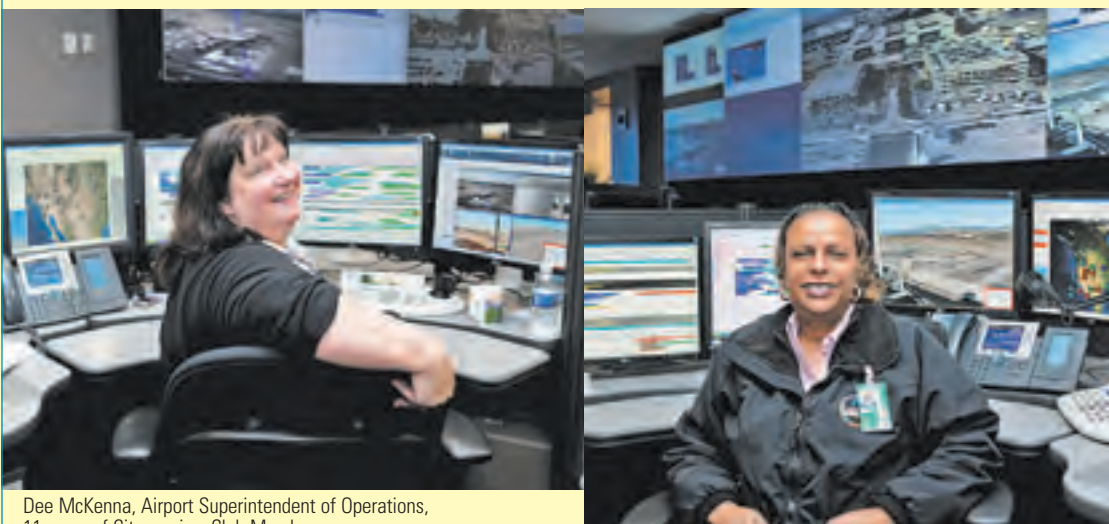


Steve Duker, Airport Superintendent of Operations I, 2 years of City service.

Bob Daly, Airport Superintendent of Operations I, 6 months of City service, Club Member.

Gate Control

These employees monitor ground activity at the gates – planes arriving and departing the gates, the movement of airport personnel and equipment, and other functions.



Dee McKenna, Airport Superintendent of Operations, 11 years of City service, Club Member.

Daphne Carter, Superintendent of Operations II, 11 years of City service, Club Member.

Below: Images displayed on some of the large monitors inside the ARCC.



Bus Operations Dispatch Desk

Airfield Bus Operations plays a large part in moving passengers between their gate and their plane if it's parked at a remote gate without direct access to a terminal. Bus Operations also brings arriving international passengers to a U.S. Customs and passport control center, if their terminal does not have such a facility. Bus Operations was featured in *Alive!* last year.

Below: Mark Baskins, Sr. Bus Operator Supervisor, 32 years of City service.



Above: Gathered for a bus operations meeting at ARCC are, from left: Tom Pazdemik, Bus Operator, 19 years of City service, Club Member; Philip Harrell, Bus Operator, 21 years; Julia Rose, Bus Operator, 11 years; Fred Gilmore, Bus Operator, 11 years; and Ulysses Aguirre, Airport Manager.

Administration

Managing the ARCC requires dedicated professionals.



Dorsey Martin, Clerk, 23 years of City service, Club Member.



ALIVE! FEATURE

Facilities

These employees monitor and manage the use and maintenance of facilities.

Below: Alfred Calderon, Airport Maintenance Supervisor III, 20 years of City service, Club Member.



Above: Calvin Lew, Transportation Engineering Associate IV, 12 years of City service.

Airport Police

The airport response center maintains a direct link to Airport Police for immediate response if necessary.

Below: Sgt. Myrna Carbajo, Airport Police, 8 years of City service, Club Member.



Above: Officer Casey Brummer, Computer Operating Officer, Airport Police, 5 years of City service, Club Member.

Transportation

ARCC has direct links to the city's Transportation Dept. and monitors and can alter the traffic signals in the vicinity of LAX as conditions warrant, to keep the road traffic moving. ARCC has a direct link to Transportation's major traffic control center – ATSAC – downtown.



Patrick Tomcheck, Sr. Transportation Engineer, 27 years of City service, Club Member, explains his function to Club CEO John Hawkins (center) and *Alive!* editor John Burnes.

Duty Manager

The Duty Manager desk has overall management responsibilities. The Duty Manager oversees the ARCC and is responsible for having situational awareness of LAX operations from the roadways to the terminals and the airfield.



Beham Nematzadeh, Duty Manager, 16 years of City service.

Below: The ARCC contains controlled lighting for better efficiency in viewing the monitors.

