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JANUARY 2010

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Cover: The pagoda at the Japanese Tea Garden in San Francisco's Golden Gate Park. See "Green Spaces," starting on page 38. Photo: Luis Castañeda / age fotostock. Contents: Waikīkī's Kuhio Beach Park features a statue of Duke Kahanamoku; see "Waikīkī Rising," starting on page 75. U.S. short-track speed skater Apolo Anton Ohno signs the 737-800 adorned with his image; see "Spirit of Alaska," page 7.

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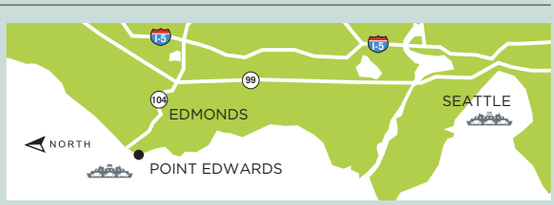
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Follow Apolo



Bill Ayer
Chairman and CEO

He was a normal kid growing up in Seattle. Raised by his Japanese immigrant father, Apolo Ohno began going to a skating rink after school to pass the time. It was a way to keep him out of trouble, his dad, Yuki, acknowledges. Like his namesake Greek deity, who demanded a bow and arrows just four days after he was born, the young Apolo was a handful. But skating proved to be the perfect diversion. Apolo became adept with in-line skates and then turned to the ice. Pretty soon, Yuki Ohno was driving his son to skating competitions all along the West Coast, watching Apolo streak around the rink with the energy of a category F5 tornado.

At 14, Apolo Ohno entered the Olympic Training Center and became the youngest skater to win a World Cup title. He's since won 11 national and 18 world championships, plus five Olympic medals. Just two months ago, he won the 1,000-meter short-track final at a World Cup event in Marquette, Michigan.



Apolo Ohno signed the 737-800 that bears his likeness when Alaska Airlines unveiled the jet in November.

Apolo is poised to become the most-decorated U.S. Winter Olympian in history next month. He's tied in the medal count with legendary speed skater Eric Heiden and is just shy of surpassing another great U.S. athlete, Bonnie Blair, who earned six medals.

The Federal Way, Washington, native is also a local favorite. Known for his "soul patch" of facial hair, bandana, movie-star smile and winning moves on *Dancing With the Stars*, Apolo has become an icon for a sport that is the new-kid-in-town among veterans.

Although speed skating has been part of the Winter Games since they officially began in 1924, short-track speed skating is a relative newcomer. Held on a smaller, 100-meter oval track, it can look more like hockey than traditional speed skating, as competitors jockey for position at speeds of up to 40 miles an hour.

Apolo Ohno and Alaska Airlines have a lot in common, which makes the first major sponsorship of an individual athlete in our company's history a perfect fit. He grew up not far from our airline's headquarters in Seattle and watched our planes fly overhead. But, more important, Apolo has a long-term vision for success, is incredibly disciplined and is extremely focused.

A self-described "misguided missile" as a kid, today the 27-year-old is genuine, dedicated and philosophical. He sees skating as being as much about life as sport, with lessons to learn from every drop of sweat.

Apolo joined us in Seattle last November as we unveiled his image on a specially themed "Follow Apolo" Boeing 737 that's been flying around our system this winter. During a reception with our employees, he said, "Whatever you do, get out and do it well." We like to think we run our airline with that same philosophy.

So, whether you'll be watching Apolo from the comfort of your living room or flying to Vancouver next month to see him in person, we invite you to follow Apolo on his quest for victory.

And if watching Apolo and the 2,500 or so other athletes going to Vancouver inspires you, check out Alaska Airlines and Horizon Air flights to the top winter resort areas in Washington, Oregon, Idaho, Montana, Colorado, Nevada, California, Alaska and Canada. We can't safely recommend short-track speed skating or luging to novices, but a vacation of downhill or cross-country skiing should nicely meet your needs for winter adventure. (Curling is pretty safe, too.)

Thanks for flying with us.

Bill Ayer
Chairman and CEO

Follow Apolo's quest at www.followapolo.com.

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Bill Ayer
Presidente Ejecutivo y
Jefe Ejecutivo

Siga a Apolo

Era un niño normal que creció en Seattle. Criado por su padre, un inmigrante japonés, Apolo Ohno iba a una pista de patinaje para pasar el tiempo después de la escuela. Era una manera de mantenerlo alejado de los problemas, reconoce su padre, Yuki. Al igual que su homónimo, el dios griego que pidió un arco con flechas tan solo cuatro días después de haber nacido, Apolo era difícil de controlar. Sin embargo, el patinaje resultó ser el pasatiempo perfecto. Apolo se convirtió en un experto en los patines de ruedas en línea y luego hizo el cambio a los patines de hielo. Poco tiempo después, Yuki Ohno llevaba a su hijo en automóvil a competencias por toda la costa oeste de los Estados Unidos, viendo a Apolo surcar el hielo como un bólido, con toda la energía de un tornado de clase 5.

A los 14 años de edad, Apolo Ohno ingresó en el Centro de Entrenamiento Olímpico y fue el patinador más joven en ganar un título de la Copa Mundial. Desde entonces, ha ganado 11 campeonatos nacionales y 18 mundiales, además de cinco medallas olímpicas. Hace dos meses,



Apolo Ohno, patinador de velocidad.

ganó la final de 1,000 metros en un evento de pista corta de la Copa Mundial, celebrado en Marquette, Michigan.

Apolo está listo para convertirse el próximo mes en el atleta estadounidense más condecorado en los Juegos Olímpicos de Invierno. Actualmente se encuentra empatado en el recuento de medallas con Eric Heiden, el legendario patinador de velocidad; y solo le falta una medalla para empatar a Bonnie Blair, otra extraordinaria atleta estadounidense, quien ganó seis medallas.

El nativo de Federal Way, Washington, también es muy popular en la ciudad. Conocido por su particular estilo de barba, la pañoleta que lleva en la cabeza, su sonrisa de estrella de cine y sus pasos ganadores en *Dancing With the Stars* (Bailando con las estrellas), Apolo se ha convertido en un símbolo de un deporte incipiente entre los ya establecidos.

Aunque el patinaje de velocidad ha sido parte de los Juegos Olímpicos de Invierno desde su nacimiento oficial en 1924, las competencias de pista corta son relativamente nuevas. Celebradas en un pista ovalada más pequeña, de solo 100 metros, pueden parecerse más al hockey que al patinaje, ya que los competidores luchan por posiciones a velocidades de hasta 40 millas (65 km) por hora.

Apolo Ohno y Alaska Airlines tienen mucho en común, lo que hace de nuestro primer patrocinio de un atleta individual en la historia de la compañía una unión perfecta. Creció cerca de las oficinas centrales de la aerolínea, en Seattle, y veía los aviones volar por lo alto. Pero lo más significativo es que Apolo tiene una visión a largo plazo para alcanzar el éxito, increíble disciplina y gran determinación.

Quien de niño era un "misil errante", según sus propias palabras, es ahora un joven de 27 años, auténtico, dedicado y filosófico. Considera el patinaje parte de la vida, tanto como del deporte, con lecciones que se aprenden con cada gota de sudor.

Apolo se reunió con nosotros en Seattle el mes de noviembre pasado, cuando develamos su imagen en un avión Boeing 737 con el tema especial "Follow Apolo" (Siga a Apolo), que ha estado volando como parte de nuestras rutas este invierno. Durante una reunión con nuestros empleados, dijo: "Hagan lo que hagan, hay que hacerlo bien". Queremos pensar que dirigimos nuestra aerolínea con la misma filosofía.

Ya sea que vea a Apolo desde la comodidad de su hogar o vuele a Vancouver el próximo mes para verlo en persona, lo invitamos a seguir a Apolo en su lucha por la victoria.

Si Apolo y los aproximadamente 2,500 atletas que competirán en Vancouver se convierten en una fuente de inspiración para usted, lo invitamos a que conozca los vuelos de Alaska Airlines y Horizon Air a los más importantes centros turísticos de invierno en Washington, Oregon, Idaho, Montana, Colorado, Nevada, California, Alaska y Canadá. No podemos seguramente recomendar el patinaje de velocidad en pista corta o el luge (trineo en calle) a los novatos, pero unas vacaciones de esquí alpino o a campo traviesa satisfarán sus necesidades de aventura invernal. (El curling también es bastante seguro).

Gracias por volar con nosotros.

Siga la lucha de Apolo en www.follow-apolo.com.

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Keeping It Personal



Kelly Mongrain
Alaska Airlines Legend

Each year, Alaska Airlines recognizes a handful of its most celebrated employees as Customer Service Legends—the airline's highest honor. We invite you to enjoy learning about one of our Legends, group-reservations agent Kelly Mongrain.

Kelly Mongrain has a voice that's energetic, engaging, confident. It's the voice of experience and can-do professionalism, reaching out from a small-town home that's as close to Washington's Mount Rainier as it is to Alaska Airlines' SeaTac headquarters.

For the last three years, Kelly has worked from home, as do more than 40 percent of the airline's 635 reservations agents. That's three hours each day she doesn't have to spend preparing to go to an office and sitting in her car. When her phone begins to ring, her customers have her full attention.

If you're in charge of booking tickets for your business associates, your wedding, your family reunion or your soccer team, this is a voice you want on the other end of the line. Kelly can get everyone there.

Kelly started with Alaska Airlines in 1987, working in reservations long before the myriad Internet options for researching, booking and purchasing tickets. After 23 years, Kelly has a lot of experience with customer service, not only in reservations but also at the airport ticket counter, in baggage, as a trainer, and at call-in desks for international, partner and group travel.

That accumulated knowledge is the foundation of her success as a reservations agent. Kelly says she doesn't simply process a sale and respond to customers' questions. It's her job to inform customers about the booking procedures and about what travelers should expect along the way.

Agents at some airlines just fill seats, she says. "The passenger wants the best deal. They want the best route. For me, I'm going to find them space, and I'm going to make it work for everyone.

"Passengers know I'm working hard for them," she says.

"Kelly walks the line of being professional and personal with her callers, making them feel valued and ensuring they keep calling Alaska," says co-worker Jan Stork, also an Alaska Airlines Legend.

In addition to her reservations position, Kelly spends a couple of hours a day working with the Alaska Airlines Employee Assistance Fund, an independent nonprofit that provides financial assistance to employees and families in need. EAF might, for instance, help the family of a disabled employee meet mortgage payments or buy groceries. Kelly created and maintains a Website that is the hub for assistance applications and for managing cases under consideration by the approximately 15 EAF directors charged with distributing about $20,000 per year—funds raised entirely from employees. Each day, Kelly monitors and coordinates the progress on all EAF cases.

That commitment to helping people is a thread that weaves through Kelly's personal life, as well. She's a minister at her church, and sings in a band, The Web of Life. She has three children—a 12-year-old boy whose favorite sport is basketball, a high school–age girl who enjoys soccer, and a daughter attending university.

Kelly appreciates that Alaska Airlines is a local company with hometown values. "I am Alaska Airlines. That's the way I think about it," she says. "I just make it personal for my passengers." —*Paul Frichtl*

Volunteer Spirit

Making a difference for the Hutch

When flight attendant Luci Abbrederis moved to Seattle 25 years ago to work for Alaska Airlines, she was looking to make community connections. She started volunteering with a crisis clinic, but found that too intense. "I wanted to bring every caller home with me," she says.

A friend helped refocus Luci, introducing her to a group that was just forming to raise money for Seattle's Fred Hutchinson Cancer Research Center: The Margaret E. Martindale Guild.



Luci Abbrederis

Since 1986, the guild has raised nearly $5 million to help fund buildings, equipment, early-detection and other research initiatives, and the Hutch School, a K-12 on-site school for patients. Funds are raised through events such as the guild's Travel & Leisure Auction held each May.

A lifetime volunteer who has worked with dozens of different organizations, Luci notes the consistent and generous support of her Alaska Airlines co-workers. "I absolutely believe the Hutch will find a cure for cancer," she says. "It will be amazing for us, for everyone in the company, to know that we've been a part of that cure." —*P.F.*

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Traffic, traffic everywhere. Any relief in sight?



Gridlock and bumper-to-bumper traffic is piling up faster than a stack of pancakes at a high school fundraiser. It seems most Puget Sound residents still refuse to end their love affair with their cars, even though the price of gas keeps going up and up – while their gas gauges go down and down. The worst part is, no matter what direction you're headed in, there seems to be no way out. North, south, east or west, drivers can find no escape in a city that ranks as the ninth most congested city in the nation.

"I don't get it," said one commuter. "I was hoping that high gas prices would discourage other drivers so they would find alternative ways to get around and leave the roads a little more open for people like me. You know, those who like to drive in their cars." Another car commuter said, "I choose to see the glass as half full, so waiting in bumper-to-bumper traffic for hours-upon-hours gives me time to think about ways to make extra money to pay for all the gas I'm burning up. And as a bonus, I'm getting really good at tapping out a tune on my steering wheel. I'm thinking about turning pro."

Along with the traffic snarls, commuters will also have a pretty good view of the Link light rail as it whizzes by on its way to and from Sea-Tac airport. Seattle resident Jane Smith has a theory that the light rail appears to be moving faster, particularly when her car is at a complete stop due to gridlock. "Yeah, it looks like a jet on rails. That thing just sails by so smooth and quiet. Sometimes, I don't even hear it at all. It's like I'm in my own little world, free of the cacophony of all the exhaust and automobile-like. I'll clap my hands when it goes by. It's cool."



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—Jennifer Schaefer



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MINNEAPOLIS, MN

Ski-for-All

Minneapolis is known for its many lakes and snowy winters—and the City of Lakes Loppet cross-country ski festival is a celebration of both. February 6 and 7, cross-country skiers of various ages will gather in and around Uptown for an array of family-friendly activities, such as a snow-sculpture contest, ice bike racing, a kid's carnival and several cross-country skiing events. Two exciting annual events are the Freestyle Loppet, a race that runs approximately 20 miles through woods, over parkways and across frozen lakes; and a skijoring race, in which skiers are pulled by dogs.

Saturday evening, skiers and snowshoers can follow a trail lit by more than 1,000 ice luminaries, before warming up at a tented party with live music. For more information, call 612-604-5330 or visit www.cityoflakesloppet.com. *—Jennifer Schaefer*

VANCOUVER, BC

HAPPY CHINESE NEW YEAR

CANADA'S LARGEST CHINATOWN will celebrate the beginning of the Year of the Tiger on Sunday, February 14, with the Vancouver Chinese New Year Parade. Past parades have drawn more than 50,000 spectators, who come to see the largest assembly of traditional lion-dance groups in Canada and other parade participants.

In addition to commemorating the new Chinese lunar year, the parade celebrates the diversity of groups within the Vancouver community. Participants include multicultural dancers and musicians, as well as local marching bands and the Vancouver Police Department's Motorcycle Drill Team.

The parade begins at Pender and Columbia streets at 10 A.M. and concludes less than a mile away, at the junction of Keefer and Columbia streets. At 2 P.M., visitors can watch the Lion-Dance Grand Finale in the courtyard of the Chinese Cultural Centre. For more information, call 604-681-1923 or visit www.cbavancouver.ca/parade.html. *—Mallory Kimble*



COURTESY: TOURISM BC

The annual festival celebrates Chinese New Year.

Hawai'i is the only state in the United States to grow coffee. Approximately 6,500 acres of coffee plantations statewide produce 6 million to 7 million pounds of green (unroasted) coffee beans annually. *Source: www.hawaiicoffeeassoc.org*

AAM 01.10 Journal.indd 14 12/15/09 9:13:23 AM

SEATTLE, WA

BALANCING ACT

MASTER AMERICAN SCULPTOR Alexander Calder (1898–1976) is known for his innovative artistic mobiles—skillful combinations of art and engineering. Through April 11, visitors to the Seattle Art Museum can view the aptly titled "Alexander Calder: A Balancing Act," an exhibit that showcases a selection of Calder's work spanning 50 years, beginning in the late 1920s. Pieces on display—most of which are on loan from the collection of former Microsoft president and COO Jon Shirley and his wife, Mary—range from the 23-foot-long steel sculpture *Red Curly Tail*, to small-scale mobiles of wire and metal. The exhibit also features more than 30 photographs of the artist in his studio, as well as a 1951 film about him, made by Calder contemporary Herbert Matter.



JUSTIN GOLLMER, COURTESY: SEATTLE ART MUSEUM

Calder created *Red Curly Tail* in 1970.

"This [is] a singular occasion to appreciate the work of one of the 20th century's titans of modern art," says exhibit curator Michael Darling. "The Shirleys' collection allows us to examine Calder's variations on theme and scale in a depth that few museums have the opportunity to present."

For more information, call 206-654-3100 or visit www.seattleartmuseum.org.

—Jennifer Schaefer

SAN FRANCISCO, CA

100 Years of Cartier

French jeweler and clockmaker Cartier—founded by Louis-François Cartier in Paris in 1847—is known for innovative designs and exquisite craftsmanship. Through April 18, notable creations by the company will dazzle visitors at the Legion of Honor. "Cartier and America," an exhibition created to celebrate the 1909 opening of Cartier's first American store, showcases more than 200 objects, most of which were pieces owned by Americans. Guests can admire a pair of rock-crystal-and-diamond bracelets worn by Gloria Swanson in the movie *Sunset Boulevard*, as well as jewelry owned by Princess Grace of Monaco at the time of her 1956 wedding—including her engagement ring, a 10.47-carat, emerald-cut diamond set in platinum with two baguette diamonds.



NICK WELSH, CARTIER COLLECTION © CARTIER

The exhibition features Gloria Swanson's *Sunset Boulevard* bracelets.

"This is a great opportunity to see some of the finest pieces of jewelry, clocks and works of art by the legendary firm of Cartier," says exhibition curator Martin Chapman. For more information, call 415-750-3600 or visit www.legionofhonor.org. *—Jennifer Schaefer*

SAN DIEGO, CA & NEW YORK, NY

Restaurant Week on Two Coasts

Diners can enjoy the culinary creations of many of San Diego's top chefs during the city's Restaurant Week, January 17–22. During the event—now in its sixth year—almost 200 restaurants will offer prix-fixe, three-course dinners for $20, $30 or $40 per person, depending on the venue. About 100,000 diners took part last year.

New York is offering a similar opportunity to try out the city's restaurants. NYC Restaurant Week Winter 2010 is a two-week event, taking place January 25–February 7, when more than 250 restaurants will offer prix-fixe lunches and dinners. In 2009, the prices were $24.07 for lunch and $35 for dinner.



COURTESY: GEORGE'S AT THE COVE

San Diego's George's at the Cove offers alfresco dining.

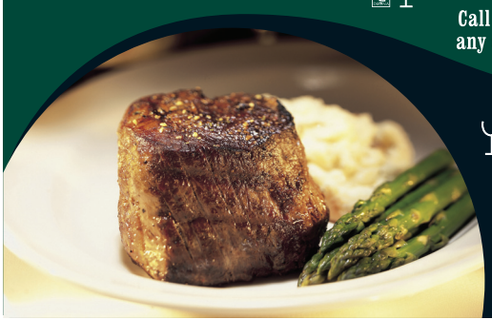
For more information about NYC Restaurant Week, visit www.nycgo.com/restaurantweek. For more information about San Diego Restaurant Week, visit www.sandiegorestaurantweek.com. *—Michelle Martin*

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6	Prime Chop House, Chops • Steaks • Seafood		Palm Springs, CA 760-320-4500 Palm Desert, CA 760-779-9888
7	Polo Grill		Tulsa, OK 918-744-4280
8	Mo's, A Place for Steaks		Milwaukee, WI 414-272-0720 Indianapolis, IN 317-624-0720 Houston, TX 713-877-0720
9	New York Prime, A Steakhouse		Atlanta, GA 404-846-0644 Myrtle Beach, SC 843-448-8081
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CHICAGO, IL

Funny Fest

Chicago—the 1959 birthplace of The Second City comedy club, known for launching the careers of several popular *Saturday Night Live* performers—has a long tradition of fostering and promoting comedy acts. The tradition continues at the ninth-annual Chicago Sketch Comedy Festival, taking place January 7–17 at Theatre Building Chicago. The festival will include approximately



COURTESY: CHICAGO SKETCH COMEDY FESTIVAL

Chicago-based comedy trio Hey You Millionaires.

130 comedy groups participating in more than 150 performances, each comprising at least a dozen vignettes.

Brian Posen, director of the Chicago-based musical-sketch-comedy group The Cupid Players, founded the festival in 2002 as a way for the local sketch-comedy community to connect and collaborate. Today's festival features national and international performers in addition to area comics, and has grown to include a Sketch Day for Kids and other special events.

For more information, call 773-327-5252 or visit www.chicago-sketchfest.com. *—Jennifer Freeman*

Guests to Atlanta's Georgia Aquarium, which contains more than 8 million gallons of water, can see about 100,000 animals of 500 different species.

Source: www.georgiaaquarium.org

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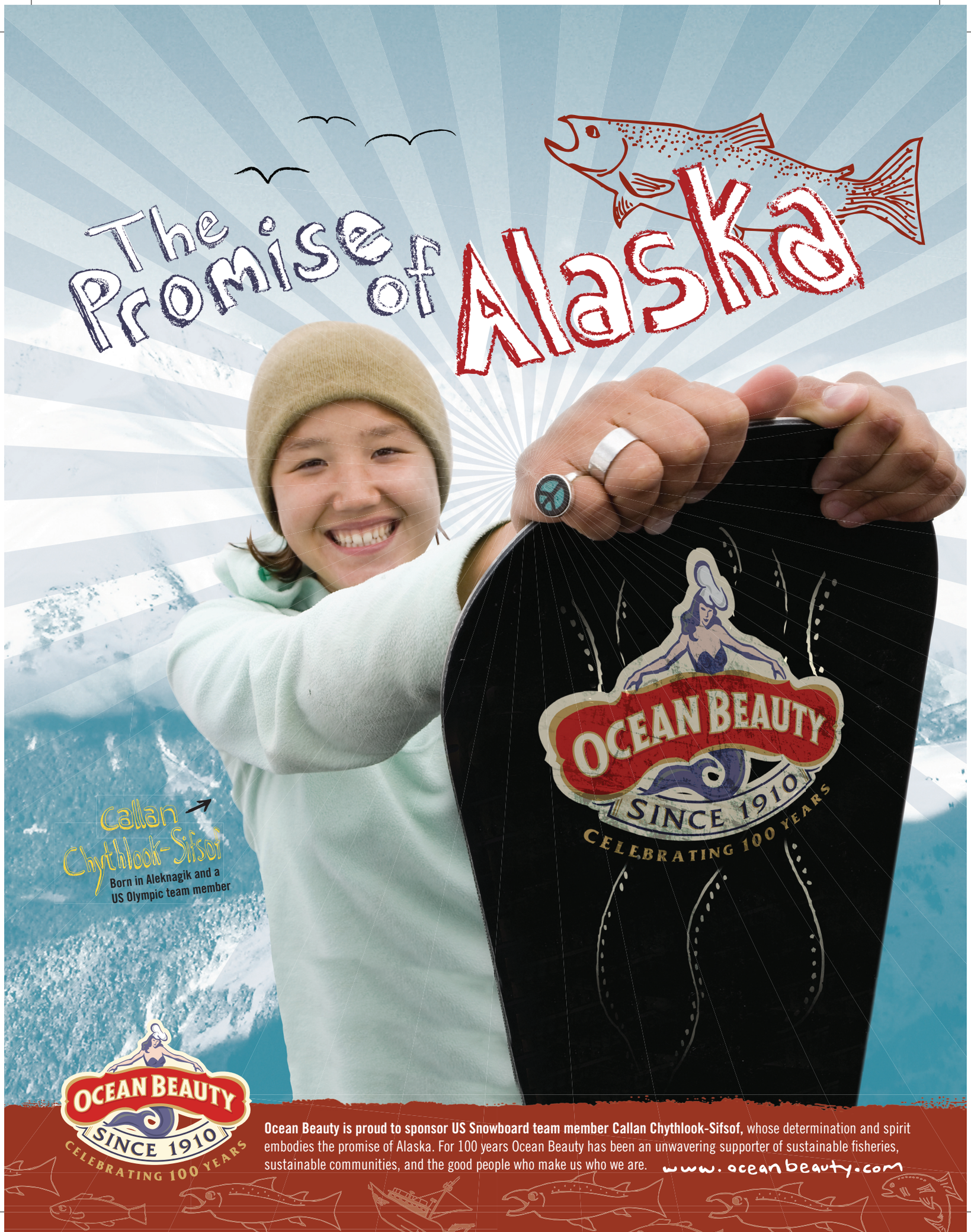
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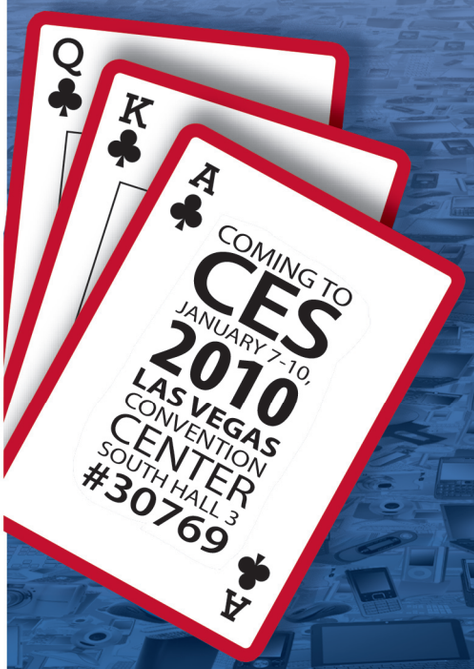
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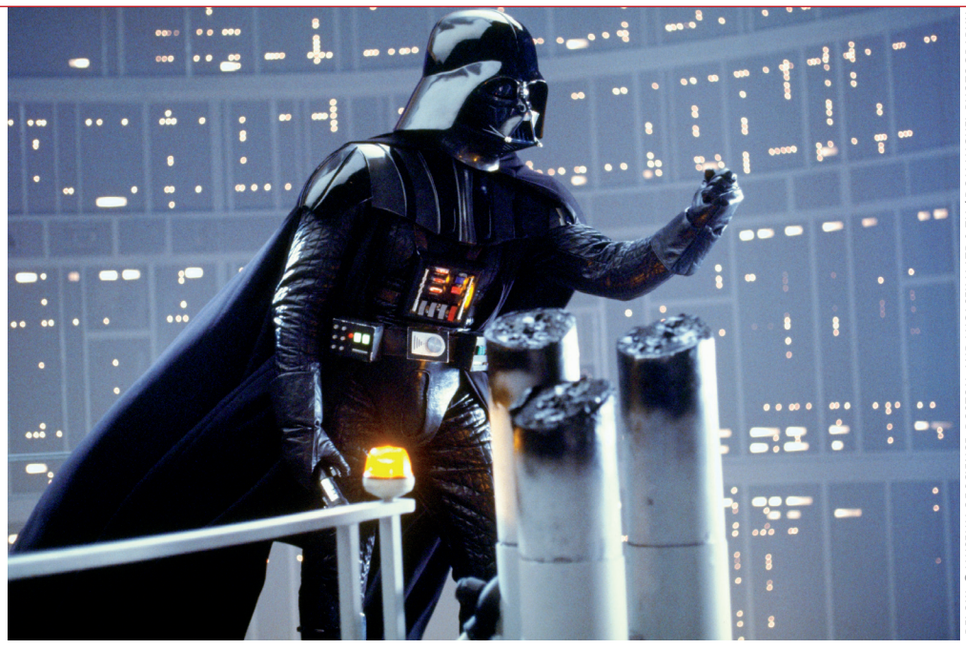
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LEFT: © LUCASFILM LTD

SAN PEDRO, CA

A Whale of a Party

Blue whales are the largest mammals in the world, weighing between 80 and 150 tons. On January 24, visitors can help build a life-size replica of the massive creature out of sand, during the Cabrillo Marine Aquarium's 40th-annual Whale Fiesta. The aquarium—which turns 75 this year—is adjacent to the Cabrillo Beach Coastal Park and the Port of Los Angeles.

Fun activities will be offered throughout the daylong event, which was founded to celebrate marine mammals and the Pacific gray whale's migration south along the California coast. A highlight is the Great Duct Tape Whale Contest, during which kids and adults can demonstrate their creativity by creating model whales out of duct tape.



GARY FLORIN, COURTESY: CABRILLO MARINE AQUARIUM

Visitors can sculpt whales out of sand during Whale Fiesta.

Whale Fiesta also features educational exhibits and speakers, face painting, marine-mammal-related arts and crafts, and puppet shows.

For more information, call 310-548-7562 or visit www.cabrillomarineaquarium.org.

—Mallory Kimble

ANCHORAGE, AK

STAR WARS EXHIBIT

VISITORS TO THE ANCHORAGE MUSEUM at Rasmuson Center can pretend to command a replica of Han Solo's *Millennium Falcon*, beginning February 10. After a simulated space flight, they can try their hand at building mini-robots and designing livable spaces for the harsh desert climate of Tatooine, home of Luke Skywalker.

These are just a few of the more than a dozen interactive activities in "Star Wars: Where Science Meets Imagination," an exhibit that explores how some of the fictional technologies in George Lucas' film franchise match up to real-world scientific progress. In one area, visitors can experiment with suspending toy cars in the air by using magnetic levitation—currently the most promising technology for creating floating, high-speed vehicles such as the ones in the *Star Wars* universe. In another, visitors can enter a large-scale model of a Jawa Sandcrawler to watch a video and animatronics presentation in which C-3PO and Cynthia Breazeal—director of the Personal Robots Group at the MIT Media Lab—discuss the challenges of creating more humanlike robots.



Top: Items on display include Darth Vader's armored suit.
Above: Displays relate technology from *Star Wars* films to modern-day science.

Other special features of the exhibit, which runs through April 25, include footage from *Star Wars* films, and authentic props and costumes, such as Darth Vader's armor.

For more information, call 907-929-9200 or visit www.anchoragemuseum.org.

—Michelle Martin

Boy Scouts of America celebrates its 100th anniversary on February 8, 2010. In 2000, the 100 millionth youth member joined. In 2009, the 2 millionth Eagle Scout—the highest advancement rank in Boy Scouts—was honored. *Source: www.scouting.org*

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COURTESY: NWSS



About 20 breeds of cattle are evaluated at the National Western Stock Show.

DENVER, CO

Western Spirit

The 104th-annual National Western Stock Show—sometimes called "The Super Bowl of Stock Shows"—is bringing Western-style excitement to Denver, January 9–24. Visitors can enjoy professional rodeos, horse and livestock shows, and Colorado's largest trade show, where they can browse Western-themed products—including fine art and housewares—from about 400 vendors.

On January 12, a parade featuring an exhibit of Texas longhorns will pass through downtown Denver. More than 40 ticketed performances—including bull-riding events, dog-tricks-and-stunts performances and a Mexican Rodeo Extravaganza—promise fun for every member of the family. For more information, call 303-295-1660 or visit www nationalwestern.com.

—Mallory Kimble

MIAMI, FL

FOR THE LOVE OF CHOCOLATE

ONCE TRADED AS CURRENCY BY THE MAYANS, the beans of the cacao plant are now primarily used to satisfy chocolate cravings. January 22–24, the Fairchild Tropical Botanic Garden will explore the history and the many uses of cacao during the International Chocolate Festival. Visitors will have opportunities to sample and buy a variety of artisan chocolates, and enjoy chocolate-flavored treats, such as chocolate crepes. In keeping with the theme of chocolate's botanical roots, cacao trees, as well as chocolate-scented Sharry Baby orchids and chocolate mint, will be available for purchase.

Additional activities include a chocolate-cake-baking-and-decorating contest and cacao-harvesting demonstrations. Kids can have fun making chocolate crafts and participating in a scavenger hunt. For more information, call 305-667-1651 or visit www.fairchildgarden.org.

—Mallory Kimble



COURTESY: FAIRCHILD TROPICAL BOTANIC GARDEN

Attendees can take home chocolate-scented orchids and other plants.

TOP SHELF

My Nepenthe
By Romney Steele; Andrews McMeel Publishing



Through historical and contemporary photographs, and lively descriptions, this memoir and recipe collection by Romney Steele—granddaughter of Nepenthe Restaurant founders Bill and Lolly Fassett—tells of life at Nepenthe, a California cultural icon for 60 years. Romney's bohemian tales of food, family and Big Sur are complemented by 85 wonderful recipes from the Fassett family.

—Mallory Kimble

The Collector
By Jack Nisbet; Sasquatch Books



Between 1823 and 1834, naturalist David Douglas—namesake of the Douglas fir—journeyed west from New York to Hawai'i gathering "exotic" nursery plants for the London Horticultural Society. *The Collector* tells of Douglas' fascinating life, from his humble birth in Scotland in 1799 to his botanical training under famed British botanist William Jackson Hooker, to his discoveries of hundreds of western plants.

—Jennifer Schaefer

The Winter Olympics
By Ron C. Judd; The Mountaineers Books



This insider's guide to the Winter Olympic Games combines a history of the international sporting event with useful information about the upcoming Vancouver Games, such as venue descriptions and ticket prices. Readers will find an entertaining mix of historical highlights, athlete profiles, spectator guides, fun facts and excerpts from Judd's more than 10 years of Olympics reporting. *—Jennifer Freeman*

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THE ANSEL ADAMS PUBLISHING RIGHTS TRUST, COLLECTION CENTER FOR CREATIVE PHOTOGRAPHY, UNIVERSITY OF ARIZONA

This 1942 Adams photograph of the Grand Tetons and Snake River is one of more than 100 on display.

PHOENIX, AZ

DISCOVER THE ART OF ANSEL ADAMS

PHOTOGRAPHER AND ENVIRONMENTALIST ANSEL ADAMS—best known for his striking black-and-white landscapes of the American West, including Yosemite and other national parks—spent much of his adult life promoting photography as a fine art. From January 31 to June 6, museum-goers can admire 120 of Adams' timeless photographs, as well as his meticulous printing notes and other rare archival documents, at the Phoenix Art Museum, the exclusive venue for "Ansel Adams: Discoveries." Featured items are on loan from the Center for Creative Photography at the University of Arizona, Tucson, which was co-founded by Adams in 1975. The exhibit explores six aspects of Adams' work: time, place, medium, subject, theme and role.

"The Center for Creative Photography is among the most highly respected photographic collections in the world and the only one to have such a personal relationship with Adams and his work," says James Ballinger, Phoenix Art Museum director. "Phoenix Art Museum is thrilled to host an exhibition of this magnitude as part of our landmark partnership with the Center for Creative Photography." For more information, call 602-257-1222 or visit www.phxart.org. *—Jennifer Freeman*



COURTESY: PASSIM FOLK MUSIC & CULTURAL CENTER

The Celtic music group Tri performs traditional Cape Breton and Scottish music.

BOSTON, MA

A Celebration of Celtic Heritage

For the seventh year, the Boston Celtic Music Fest will celebrate the city's rich heritage of Irish, Scottish and Cape Breton music and dance.

The festival was founded in 2003 by two local musicians, Laura Cortese (Scottish fiddle) and Shannon Heaton (Irish flute), after the two women shared stories, before a show, of Boston's many talented Celtic artists. The pair worked together to create an event to showcase area musicians and encourage appreciation of Celtic music. Today, the Boston Celtic Music Fest has grown to include more than 100 performers, as well as an ongoing concert series and other special events during the year.

This year's festival, January 8 and 9, features the Boston Urban *Ceilidh* (a Celtic dance party), performances on four stages, and a finale concert. For more information, call 617-492-7679 or visit www.bcmfest.com. *—Jennifer Freeman*

CALENDAR

January 4–10 PGA Tour SBS Championship, field of 2009 PGA Tour winners, The Plantation Course, Kapalua Resort, Maui, HI; 888-227-6054 or www.kapalua.com

January 7–10 Marin Alsop's *Mahler's First*, Houston Symphony at Jones Hall, Houston; 713-224-4240 or www.houstonsymphony.org

January 10 La Jolla Motor Car Classic, Lawn of La Jolla Cove, La Jolla, CA; 619-233-5008 or www.lajollamotorcarclassic.com

January 16–23 Fairbanks Shakespeare Theatre's Bard-a-thon XI, round-the-clock readings, Empress Theatre, Fairbanks, AK; 907-457-7638 or www.fstalaska.org

January 19–31 *Dream Girls*, Cadillac Palace Theatre, Chicago; 312-977-1700 or www.broadway-inchicago.com

January 26–30 Miss America 2010, Theatre for the Performing Arts, Planet Hollywood Resort & Casino, Las Vegas; www.missamerica.org or www.planethollywoodresort.com

January 29–31 Oregon Truffle Festival, multiple venues, Eugene, OR; 503-296-5929 or www.oregon-trufflefestival.com

January 29–September 12 "Healing the Wounds of War: The Brooklyn Sanitary Fair of 1864," Brooklyn Museum, New York; 718-638-5000 or www.brooklynmuseum.org

January 30–May 30 "Delacroix to Monet: Masterpieces of 19th Century Painting," Santa Barbara Museum of Art, Santa Barbara, CA; 805-963-4364 or www.sbma.net

February 12–14 San Francisco Tribal & Textile Arts Show, Fort Mason Center, San Francisco; www.caskeylees.com

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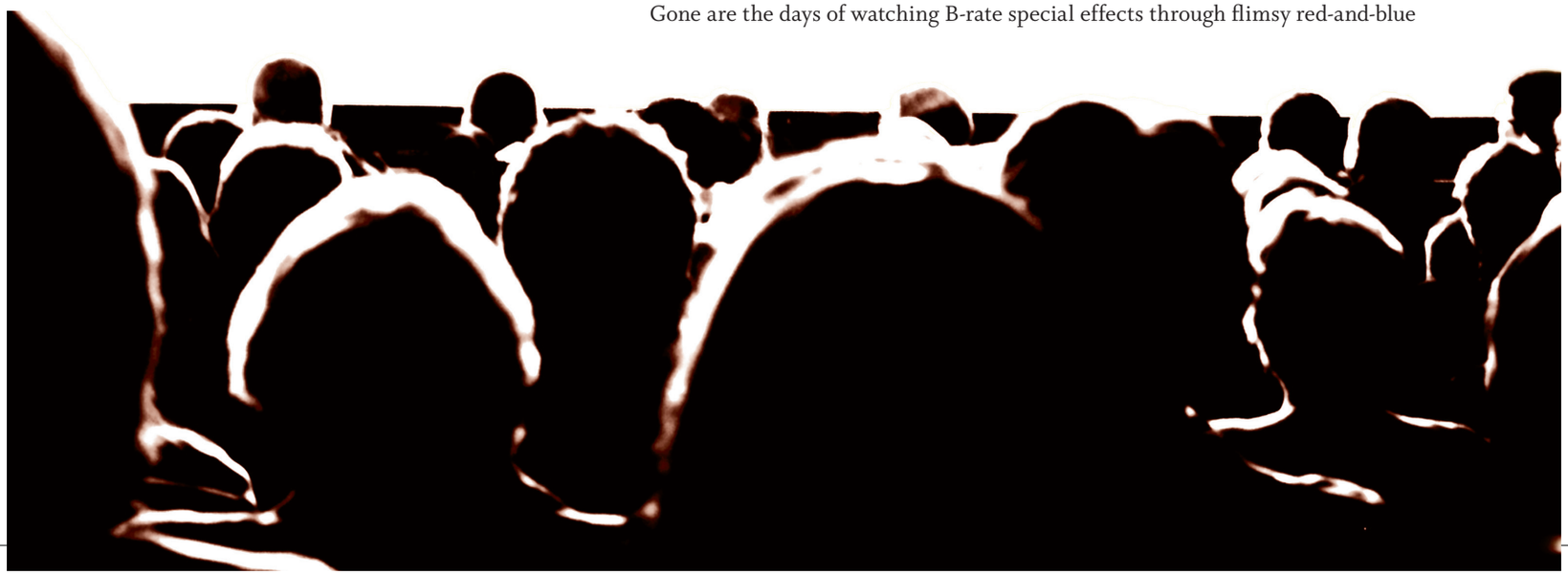
3-D THE NEXT DIMENSION

Three-dimensional images have applications in many media | By Matt Villano

FOR MOST OF US, the only way to reserve a front-row seat for a U2 concert is to pay the astronomical ticket price.

Some fans took advantage of a second option: They went to see *U2 3D*, a 2008 three-dimensional concert film, produced by 3ality Digital. Sure, in order to see frontman Bono, guitarist The Edge and the rest of the band performing songs such as *Where the Streets Have No Name* and *With or Without You*—seemingly up close and in person—moviegoers had to don special glasses. But wearing spectacles was a small price to pay for a cinematic experience one critic deemed "equivalent to being on stage."

U2 3D is one of a new batch of digital 3-D films that have revitalized the genre. Gone are the days of watching B-rate special effects through flimsy red-and-blue



paper glasses. Modern 3-D is slick, elaborate and incredibly realistic. In the past, the illusion of depth made 3-D films novelties; today, technology creates characters that appear to leap off the screen.

Indeed, 3-D is experiencing a veritable box-office boom. Since 2005, major studios have released more than 25 films in 3-D, including both animated and live-action movies. One of the latest is James Cameron's *Avatar*, which was released by 20th Century Fox in December, and whose budget has been estimated as high as $500 million. The film about a band of humans battling a distant planet's population combines animation and live action in one exciting movie.

Additional 3-D releases are on the way. Disney, one of the most popular content creators, is preparing approximately a dozen big-budget animated 3-D movies and six more with live-action 3-D. Other studios are expected to follow suit: Piper Jaffray expects the worldwide 3-D market to reach $25 billion by 2012.

The new wave of 3-D is predicted to be so successful that Jeffrey Katzenberg, CEO of DreamWorks Animation, has compared it to two previous media transformations: the change from silent films to talkies, and from black and white to color.

EVOLUTION OF A TECHNOLOGY

3-D technology has existed in some form for more than 100 years. The most rudimentary method dates to the 1890s, when British filmmaker William Friese-Greene filed a patent for a movie process that mimicked stereoscopy—a technique invented in the mid-1800s that presents a slightly different two-dimensional image to each eye, in order to create a single three-dimensional image. With Friese-Greene's system, viewers looked at a movie screen through special glasses, which merged two filmed images. As a result, viewers experienced the appearance of a third dimension, in addition to height and width: perceived depth.

The problem? The setup required two separate movie reels projected in perfect alignment side-by-side on a screen, a Herculean undertaking.

"3-D technologies failed initially because it was too difficult to synchronize and align the images—especially in projection," says David Wertheimer, CEO and executive director of Entertainment Technology Center, a research center affiliated with the University of Southern California in Los Angeles that is funded by the motion-picture studios, and several technology and service companies. "[The resulting] lack of alignment made the experience uncomfortable for consumers, and gave them a sense of vertigo, nausea and headache."



ERIC RYAN / GETTY IMAGES

U2 performed at the 2007 Cannes International Film Festival, in honor of *U2 3D*—the first live-action 3-D film screened at the festival.

During the first few decades of the 1900s, other 3-D film producers ran into the same problem: In order to display stereoscopic images, theaters needed to project the films using two separate movie reels and two separate (refrigerator-size) projectors.

These logistical issues, combined with the budget-minded times of the Great Depression and World War II, prompted Hollywood producers to shy away from making 3-D films until the 1950s, when studios embraced more-effective dual-strip technologies.

The most notable of these second-generation technologies was called Natural Vision, and it incorporated Polaroid polarized-light filters to display images without losing color quality, as was the case with previous filters. The first film made using this method was *Bwana Devil* in 1952. The movie inspired one of the most



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~ Kelley Hickey, '10, Psychology major
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iconic black-and-white photographs of our time: J.R. Eyerman's *LIFE* magazine shot of a packed theater of moviegoers watching a screen, everyone wearing paper spectacles.

Other films made with Natural Vision include *House of Wax*, *Creature From the Black Lagoon* and Alfred Hitchcock's *Dial M for Murder*.

In the late 1950s and early 1960s, studios introduced a third generation of 3-D technology: a technique called Space-Vision 3D. This method involved printing two images, one above the other, on a single strip of film, and became known as "over and under." The resulting films could be shown on a single projector fitted with a special lens—a boon for small theaters struggling to align the two projectors necessary to show dual strips.

3-D's popularity decreased in the 1970s, but grew again in the 1980s, when studios launched intense marketing campaigns for films such as *Jaws 3-D* and *Amityville 3-D*. These movies were something of a last hurrah for analog 3-D, as better and more-advanced technologies were on the horizon.



J.R. EYERMAN / LIFE MAGAZINE / TIME & LIFE PICTURES / GETTY IMAGES

An audience watches *Bwana Devil* while wearing paper 3-D glasses in this iconic 1952 photograph by J.R. Eyerman.

THE MODERN ERA

In 2003, Disney and Walden Media released the James Cameron documentary *Ghosts of the Abyss*, an IMAX film about the making of *Titanic*. The film was shot with the Reality Camera System—a precursor to the high-definition technology we know today. *Ghosts of the Abyss* marked the beginning of the modern 3-D era.

After a limited—and extremely successful—release of Warner Bros.' *The Polar Express* in IMAX in 2004, studios formally began dabbling with a new technology: digital 3-D. This method eliminates the need to print film with two separate images; instead, crews capture separate digital, stereoscopic images at the moment of "filming" (though because the images are digital, there's no film). Then, production experts edit these images and prepare products that deliver the images separately on screen—all digitally and perfectly aligned. Digital 3-D has created new opportunities for companies, marketed under names including RealD, Dolby 3D, XpanD 3D, Disney Digital 3-D and MasterImage.

David Broberg, vice president of consumer video technology at Cable Labs, a research-and-development organization in Louisville, Colorado, says digital 3-D stands out from previous 3-D technologies because it creates pictures that are sharper, brighter and more lifelike when viewed with special glasses.

"The new, digital images [are] like night and day in comparison to the old, analog ones," Broberg has said. "All of a sudden, across the industry, we all started recognizing that technology had caught up to what we always wanted 3-D to do."

Based on the success of early 3-D IMAX films, a select handful of newer theaters invested in single-unit digital-projection systems—projectors that have the capability to handle either 2-D or 3-D images. Studios including Warner Bros., DreamWorks and Disney started making movies to play in these special theaters, embracing the opportunity to deliver films in a new medium.

A watershed event was the release of *Chicken Little*, a 2005 Disney film. The movie actually was produced in 2-D before producers went back and had it recut in 3-D. The move paid huge dividends: Even though the 3-D version only played on about 80 screens, it earned well on opening weekend, in comparison to the 2-D version, which earned approximately

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$40 million, while playing on thousands more screens.

The success of *Chicken Little* in 3-D paved the way for a spate of other 3-D films. In the last three years, animated movies such as Disney's *Bolt*, Disney-Pixar's *Up* and 20th Century Fox's *Ice Age: Dawn of the Dinosaurs* have all been released in 2-D and 3-D, with similar box-office success.

Recent live-action 3-D films, such as *Journey to the Center of the Earth* and *My Bloody Valentine 3D*, among others, have proved to be lucrative, as well.

"These 3-D movies are generating [significantly] more revenue per theater than two-dimensional movies, and the cost to produce them is only slightly more," says Chris Yewdall, CEO of DDD, a company in Santa Monica, California, that specializes in software to convert 2-D content into 3-D content. "That's a pretty good showing, and a pretty solid explanation for why this medium is, once and for all, taking off the way we all thought it would."

CHALLENGES TO WIDESPREAD SUCCESS

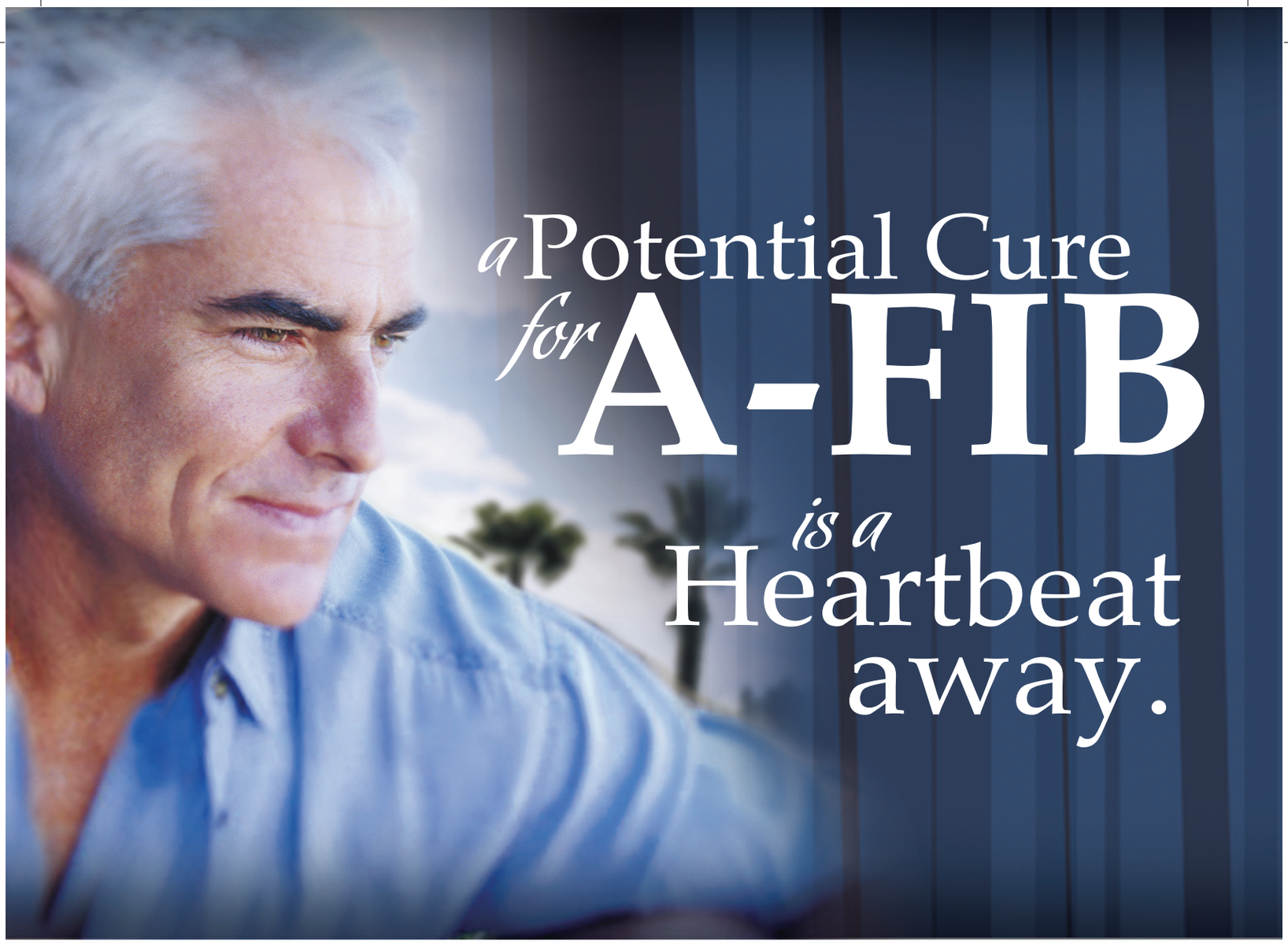
There's no question that digital 3-D films make good money for studios. What's more, whether you're watching U2 perform in Buenos Aires or aliens battle humans in *Avatar*, it's hard to dispute that digital 3-D enhances the viewing experience. Still, some challenges stand in the way of the technology's widespread success.

One obstacle is ease of use. In almost all cases, viewers must wear some sort of glasses to experience images in digital 3-D. In 3-D's early days, these glasses were made of paper (remember that *LIFE* magazine photo?). Nowadays, most of the glasses have evolved into much more modern forms—many look like designer sunglasses. Most are simply made of plastic; in some cases, the glasses incorporate electronics.

Some experts, including David Wertheimer of Entertainment Technology Center, understand that wearing glasses—even the updated variety—can initially be an inhibitor, especially for older consumers.

"We find that if you ask people who have not been to see digital 3-D movies if

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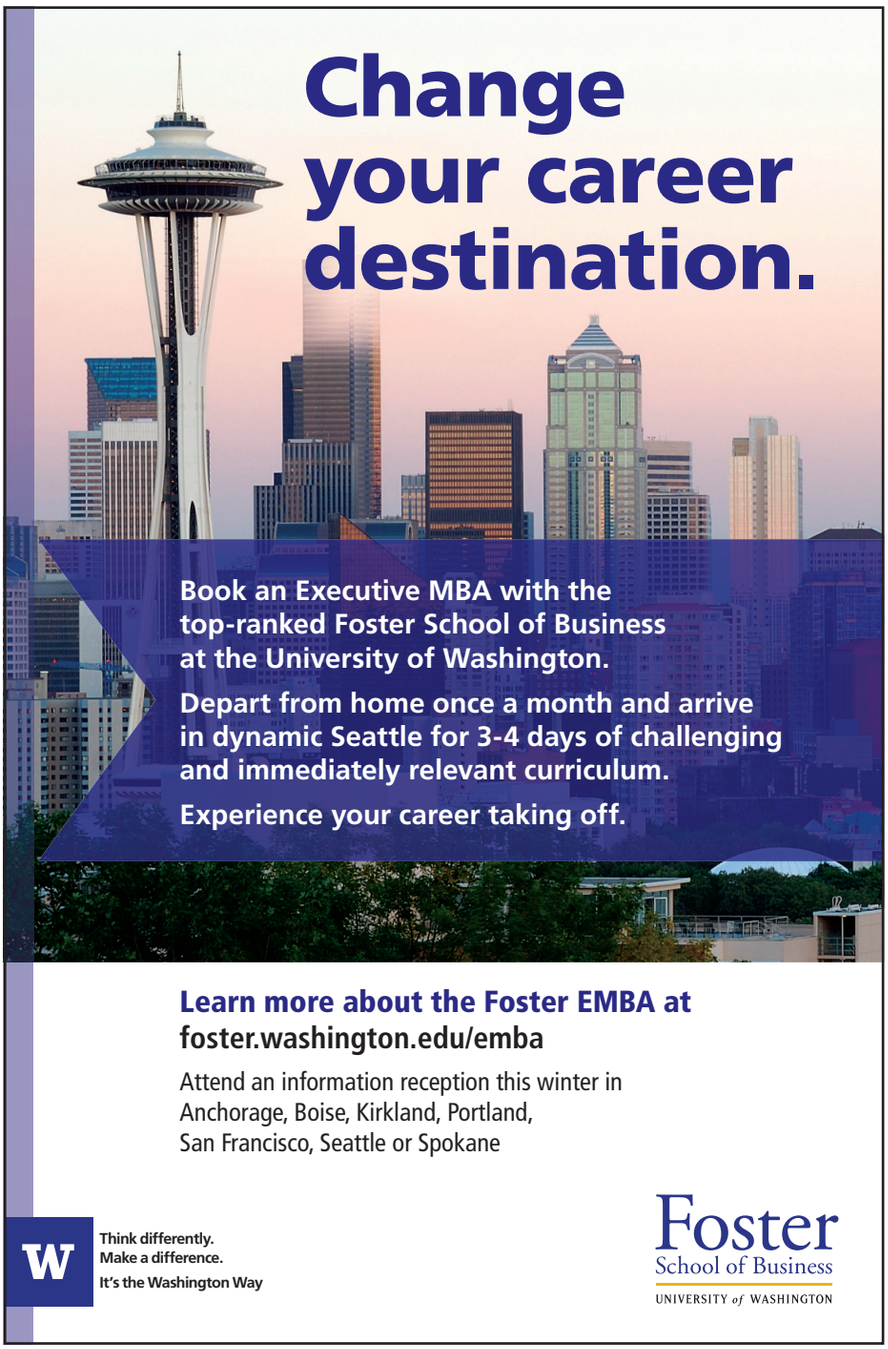
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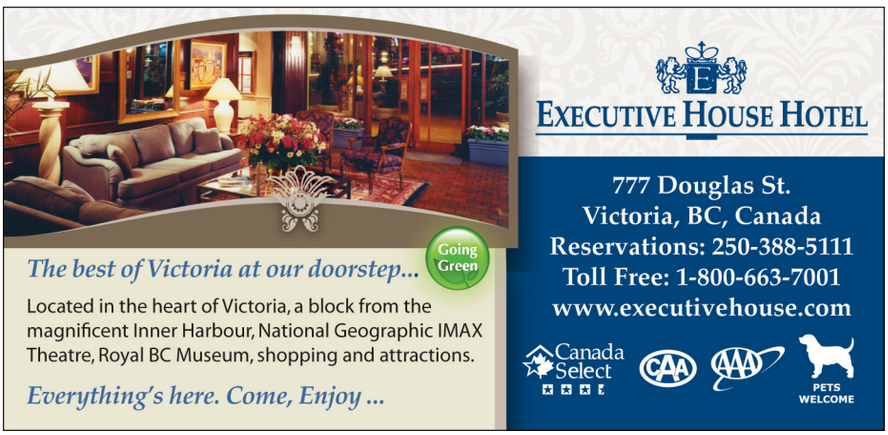
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wearing glasses is an issue, they often say, 'Yes.' But when you ask people who have experienced a 3-D movie recently, they overwhelmingly say, 'Glasses are not an issue,'" says Wertheimer. "To me, that says if Hollywood can get people to experience digital 3-D once, it can [circumvent] that initial skepticism."



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Another potential pitfall: lack of accessibility. While old-school 3-D films could be viewed in just about any movie theater, most of the new digital 3-D films can be seen only in theaters equipped with special projectors. At last count, there were about 2,500 digital 3-D theaters nationwide; Hollywood prognosticators expect that number to surpass 3,000 by the end of the year.

In comparison to the nearly 40,000 2-D screens nationwide, these numbers are relatively small. However, the figures may soon increase: Technicolor recently announced an inexpensive method for turning analog 2-D film projectors into 3-D projectors.

A third challenge with digital 3-D is filmmakers' learning curve in mastering the art of shooting with a third dimension in mind. Because of the way in which modern 3-D manipulates the optical illusion of depth, filmmakers need to know how to use camera focus and angles to maximize dramatic effect. As an example, Sandy Climan, CEO of 3ality Digital—the company that produced *U2 3D*—says filming 3-D requires cameras to linger on certain subjects so the action can unfold around them.

"Almost anyone can slap two cameras together and go out and get 3-D content," says Climan, noting that 3ality Digital has put together formal training programs in modern stereography. "Understanding what works, what doesn't work and how to do this in a way that's artful takes a lot of knowledge and experience."

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In James Cameron's *Avatar*, Neytiri (Zoë Saldana, right) teaches Jake (Sam Worthington) the skills he'll need to survive on planet Pandora.

WHAT'S NEXT

Whatever the future holds for 3-D, perhaps the most exciting aspect of this latest wave is the many possible applications for the technology. Content creators are implementing the same technology used for movies in other media, including television, video games, cellular phones and computers. In short, they're incorporating digital 3-D wherever they can.

In the United States, a number of 3-D products for the home are available in stores. In October, for instance, computer manufacturer Acer released the AS5738DG, a laptop with built-in software to facilitate 3-D viewing (retail price: $770). The software comes from Chris Yewdall's company DDD, and it also converts 2-D images, videos and games into 3-D content. Acer includes a pair of stereoscopic glasses with each purchase.

Other manufacturers, such as Dell and Hewlett-Packard, are expected to release computers with similar 3-D capabilities this year.

Then there are 3-D televisions. Samsung and Mitsubishi are among the large consumer-electronics manufacturers that have introduced TVs with the capacity to play 3-D content. Most of these vendors are expected to debut new versions of the TVs at the Consumer Electronics Show in Las Vegas this month. Additional devices from other manufacturers should be

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Five Important 3-D Films

James Cameron's big-budget film *Avatar* is the latest in a long line of significant 3-D movies made in the last several decades. Others include:

Creature From the Black Lagoon (1954). This classic film has the distinction of being the only 3-D movie that spawned a 3-D sequel—titled *Revenge of the Creature* (1955)—prompting some to consider it the most famous 3-D film of all time.



JOHN KOBAL FOUNDATION / GETTY IMAGES

An ad for the 1954 film *Creature From the Black Lagoon*, starring Richard Carlson and Julia Adams.

The Mask (1961). Characters in this Canadian horror film urged audience members to don 3-D glasses every time they said, "Put the mask on, now!" Ensuing 3-D sequences depicted a psychedelic dream world.

Jaws 3-D (1983). This film—the third in the *Jaws* series—provided realistic images of a giant shark seemingly leaping out of the movie screen.

The Polar Express (2004). Released as the first full-length 3-D feature for IMAX, this animated film debuted in more than 3,500 two-dimensional theaters and on only 66 three-dimensional screens—but the 3-D version still grossed 25 percent of all profits.

U2 3D (2008). This concert movie was the first film to be shot entirely in live-action digital 3-D. Software and camera technology came from 3ality Digital, a firm that has since become a major player in the market.

Of course, Hannah Montana fans also might add *Best of Both Worlds Concert* (2008) to the list. Disney released a special 3-D version of the concert, and on its opening weekend it grossed more than $31 million—the highest-grossing debut weekend of a film ever released on fewer than 1,000 screens. —*M.V.*

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available later this year.

Cable companies are expected to follow suit, taking steps to deliver 3-D content the same way they deliver HD today.

"There'll be a day when you can pay for premium 3-D content, just like you pay now for HD channels," says David Broberg from Cable Labs. He and others predict that by 2012, most cable networks likely will offer major sporting events, such as the Super Bowl, in 3-D. The progression may take some time: As of December 2009, only one production truck in the United States was equipped for live digital 3-D production.

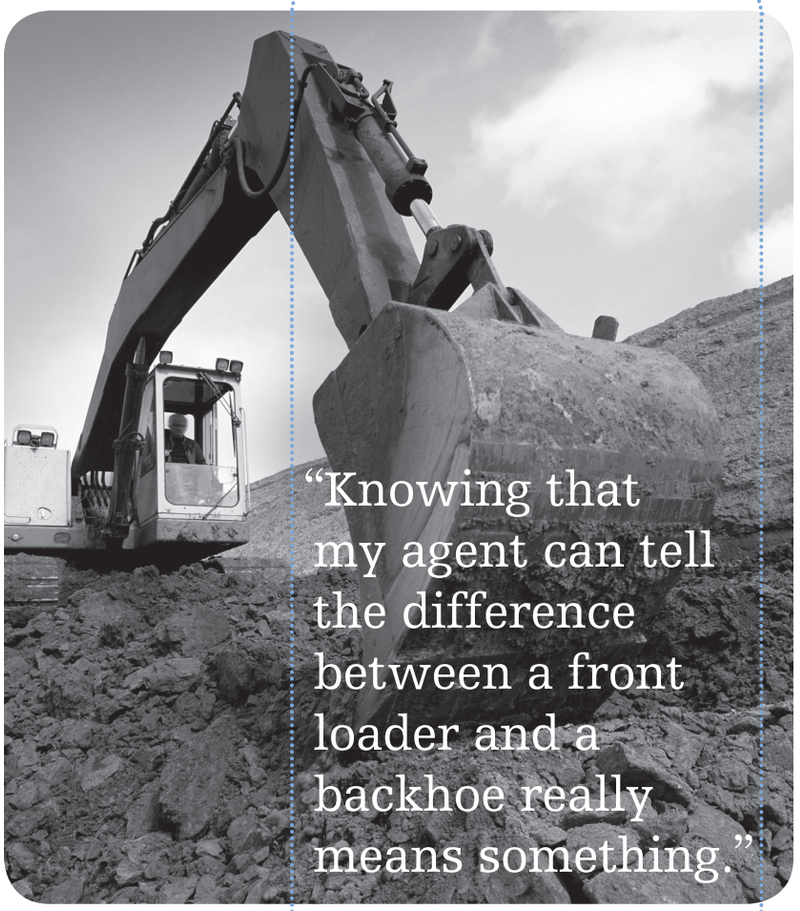
Teamwork and collaboration may accelerate digital 3-D's expansion. In early 2008, a number of large manufacturers banded together to form an industry group devoted to speeding the delivery of 3-D into U.S. homes. The group is called the 3D@Home Consortium (www.3Dathome.org); members include Intel, LG Electronics, Sony, Samsung and Sharp.

Venture capitalists and other financiers also are getting in on the game: As of late 2009, JP Morgan and GE Capital had invested millions to aid theaters in the conversion to digital 3-D.

Motion-picture studios might accelerate the growth of 3-D, as well, by helping theaters finance the necessary digital equipment. Because distributing digital films costs less than distributing traditional 35-millimeter films, some studios are using the savings to assist theater owners in making loan payments on new equipment. Chris Chinnock, president of Insight Media, a consumer-electronics market-research firm in Norwalk, Connecticut, says the investment in theaters should help drive expansion in the home market.

"The more digital 3-D people can experience in theaters, the more they're going to want to have at home," he says. "Once audiences recognize that *this* 3-D is nothing like anything they've ever seen previously, they'll want to experience it whenever and however they can." ▲

Matt Villano is a freelance writer based in Healdsburg, California.



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Yerba Buena Gardens opened in 1993 above Moscone Center, adding greenery and attracting businesses to the SoMa area.

GreenSpaces

San Francisco's parks are appealing urban retreats * By Christina Henry de Tessan

PEOPLE LOVE SAN FRANCISCO for all kinds of reasons, chief among them its magnificent natural setting. Given the beautiful scenery—the Bay, the Marin Headlands, Angel Island and the Pacific Ocean, to name just a few examples—at nearly every turn, it comes as no surprise that many locals and visitors feel a reverence for nature.

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WILLIAM FAWCETT, FOTOVOYAGER.COM / ISTOCKPHOTO

In keeping with this appreciation of nature, San Francisco's parks are among its most treasured attractions, and lovely green spaces can be found throughout the city. The following three parks are among San Francisco's best known and most popular. Each came into being in a unique way and has distinctive offerings. Together, they help tell the story of the many vital roles parks play in the community.

GOLDEN GATE PARK

Golden Gate Park covers a three- by half-mile rectangular stretch of land, extending from the edge of the Haight-Ashbury neighborhood to the Pacific Ocean. The idea of the park was conceived in the 1860s—more than a decade after the city was incorporated in 1850—by several visionary civic leaders and prominent local citizens who believed that a major park would enhance the status of the rapidly growing city (New York City's Central Park was already in the works). Although it's hard to imagine as you walk among the tall trees and abundant greenery, this land was once just a long, windswept stretch of sand dunes. It took landscapers significant effort and ingenuity to find greenery that would take hold, and sources of water to irrigate the shrubs and trees that were planted. Landscapers discovered that by planting barley, followed by yellow lupine and sea bent grass, they could create a sufficiently stable ground cover for trees, including Monterey cypress and Monterey pine. This discovery, combined with the digging of windmill-powered wells for irrigation, paved the way for the current lush setting.

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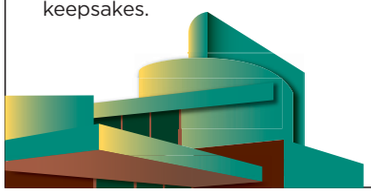
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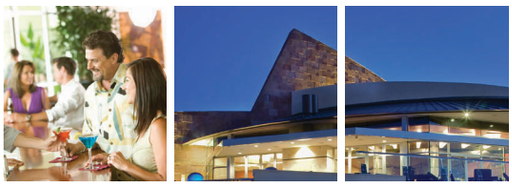
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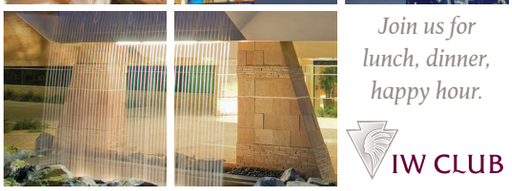


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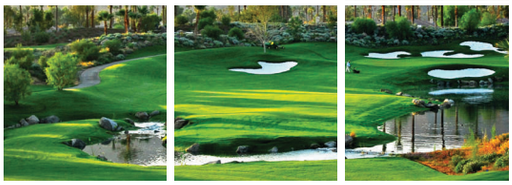
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Top left: Golden Gate Park's Dutch Windmill, built in the early 1900s and restored in the 1980s, is adjacent to a tulip garden.
Top right: The Japanese Tea Garden's serene surroundings include a pagoda, ponds and plants native to Japan.
Above: The California Academy of Sciences' living roof has skylights that allow natural light into the exhibit space below.

Today, the park is home to numerous attractions, including several prominent museums. The handsome de Young Museum reopened in 2005 to great acclaim in a distinctive new building, with a copper facade and viewing tower. Inside, visitors can see important examples of American, African and Oceanic art, as well as special exhibits, such as "Tutankhamun and the Golden Age of the Pharaohs," through March 28.

Just across from the museum is the California Academy of Sciences, which reopened in 2008 in a LEED (Leadership in Energy and Environmental Design) Platinum–rated building, designed by Renzo Piano. The 197,000-square-foot "living roof" is home to 1.7 million native plants. Kids can enjoy the state-of-the-art shows at Morrison Planetarium and the sea life (including Claude, the albino alligator) at Steinhart Aquarium. Other kid-friendly activities at the park include the Koret Children's Playground & Carousel, and boat rentals on Stow Lake.

Adult visitors to the California Academy of Sciences can socialize during weekly cocktail-and-dancing nights, and dine at its chic Moss Room restaurant.

Those interested in venturing as far as the sea can dip their toes in the Pacific Ocean, visit the historic Dutch Windmill at the park's western edge, and then head inland for a bite to eat at the glass-enclosed Park Chalet, an inviting pub that serves gourmet fare.

Gardening enthusiasts should plan a visit to the park's wonderful gardens. These include the intimate Japanese Tea Garden; the San Francisco Botanical Garden, featuring more than 7,000 species of plants; and the beautifully restored Conservatory of Flowers, the oldest wood-and-glass conservatory in North America, which opened to the public in 1879.

Active visitors can take advantage of a variety of recreational opportunities, such as cycling and in-line skating. Equipment rentals are available at Golden Gate Park Bike & Skate, on nearby Fulton Street. The park's main road, John F. Kennedy Drive, is closed to cars on Sundays, turning the area into one big playground.

THE PRESIDIO

A jewel of San Francisco parks, the Presidio is a stunning example of the city's ability to evolve with the changing times. For more than 200 years, the 1,491-acre waterfront green space, covering a vast swath of the northwestern edge of the city, was a military post, under the control of first Spain, then Mexico, and finally the United States. When the Golden Gate National Recreation Area was formed in 1972, a clause stipulated that if the military ever left the area, the Presidio would be absorbed into the existing GGNRA (thereby ensuring that the acreage wouldn't be developed). In 1994, that moment came to pass. The Presidio changed hands from the U.S. Army to the National Park Service and was reinvented as an urban national park.

The uniquely cosmopolitan park offers a broad array of activities—ranging from biking and golf to cocktails and spa treatments. A highlight is the 3.3-mile round-trip walk from the park's northeastern corner, at Marina Boulevard, along Crissy Field out to the Fort Point National

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COURTESY: BLAZING SADDLES BIKE RENTALS AND TOURS



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Left: Guided bike tours take cyclists to Fort Point and other Presidio attractions. Above: Once a U.S. Army airfield, Crissy Field today features a bayside promenade with views of Alcatraz.

Historic Site, at the base of the Golden Gate Bridge—a stroll that rewards visitors with breathtaking bridge and bay views in one direction and city views in the other. The Warming Hut, an eco-friendly gift store with a gourmet cafe, is an ideal place to enjoy a sandwich or cappuccino along the way.

Other visitors opt to rent bicycles or join a guided tour at Blazing Saddles Bike Rentals & Tours, which has multiple locations at nearby Fisherman's Wharf, and ride through the park. Golfers can play the scenic 18-hole Presidio Golf Course.

One of the Presidio's most distinctive elements is its high-end dining scene. La Terrasse serves delicious French-influenced cuisine that can be enjoyed at outdoor tables, while the Presidio Social Club is known for its retro-glamorous setting and excellent cocktails. Tranquil SenSpa, also located within the park, offers the perfect before-dinner treat: a relaxing massage or beauty treatment.

Visitors traveling with kids should be sure to see the new Walt Disney Family Museum, which explores the life and legacy of the legendary animator.

Those interested in learning about the park's fascinating history can sign up for historical tours (visit www.nps.gov for details), explore Fort Point or take a stroll along Lovers' Lane, an easy one-mile hillside walk through eucalyptus groves on a path that dates to the 18th century.

YERBA BUENA GARDENS

A few decades ago, the hip and thriving area known as SoMa (an acronym for South of Market) was a dilapidated warehouse district. In the 1970s, city planners decided to build a massive new convention center here, and to put it underground so they could make several acres of open space above it available for public use. The first phase of Moscone Center was completed in 1981, and the facility was later expanded. Yerba Buena Gardens opened above the center in 1993, becoming a lovely symbol of urban renewal that paved

DINING

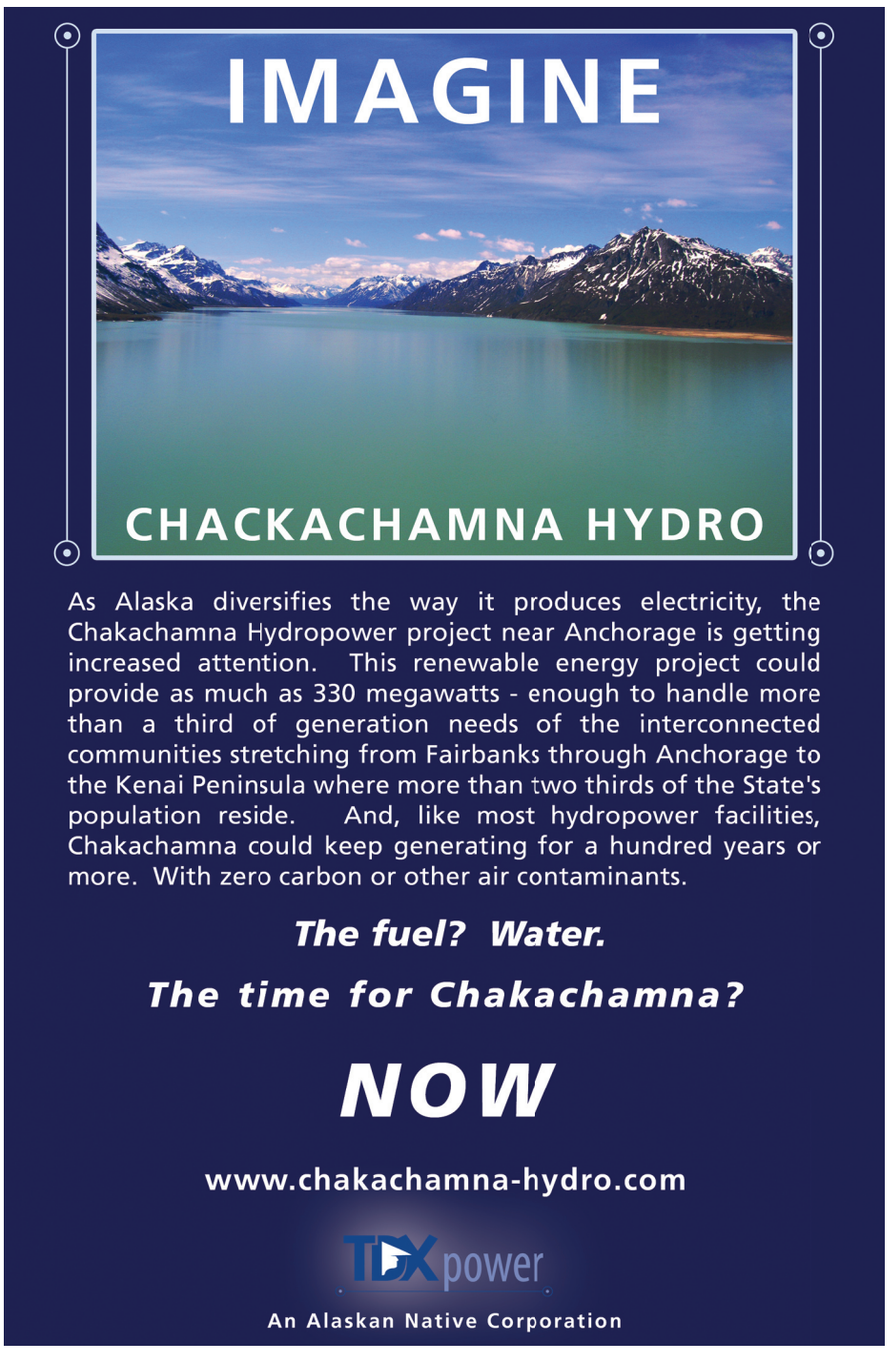
Chez Papa Resto ✻ Tucked away on the new community-gathering spot known as Mint Plaza, this SoMa restaurant wows diners with a sumptuous menu of French classics, such as roasted bone marrow, endive salads, bouillabaisse, and duck confit, served in a refined, glamorous setting. The sleek interior and outdoor patio are both appealing options. *4 Mint Plaza, 415-546-4134, www.chezpapasf.com/resto*

Dosa ✻ Given its flavorful Indian fare, chic and airy setting, devotion to local and sustainable practices, and fabulous bar, it's no wonder that the Fillmore Street location of Dosa (the original restaurant is in the Mission District) is so successful. If you visit at lunchtime, try the succulent Frankies, a juicy mix of marinated vegetables, spices and chutney wrapped in chewy-soft roti. Another pleaser is the Paper Masala Dosa—whose crisp flatbread arrives dramatically curled up like a large scroll—served with assorted dipping sauces. *1700 Fillmore St., 415-441-3672, www.dosasf.com*

Flour + Water ✻ Don't be deceived by the simple name. The crisp Italian pizzas, cooked in a wood-burning oven for a scant two minutes, and fresh, made-daily pastas make this inviting urban-rustic restaurant a winner in the city's highly competitive dining scene. *2401 Harrison St., 415-826-7000, www.flourandwater.com*

—C.H.T.

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the way for neighborhood revitalization.

Several museums now occupy the streets around the park, and boutiques, department stores, chic hotels and gleaming office buildings are nearby. Today, this once-derelict industrial zone is at the heart of one of San Francisco's most exciting neighborhoods.

On sunny days, office workers fill the

LODGING

Cavallo Point Lodge ✻ Cavallo Point impresses with its mix of contemporary and carefully renovated historical accommodations; its award-winning Murray Circle restaurant; and its host of luxurious amenities and services, ranging from spa treatments to cooking classes. The lodge's outstanding location, at historic Fort Baker, at the northern base of the Golden Gate Bridge, gives guests panoramic views of the city across the bay. Even if you don't splurge on a room here, it's worth crossing the bridge for a sunset cocktail at Farley Bar. *Fort Baker, Sausalito, 888-651-2003, www.cavallopoint.com*

Crescent Hotel ✻ This new boutique hotel, located a block from Union Square, blends classic flourishes—such as French antique mirrors and marble bathrooms—with bold, modern accents. Creature comforts abound, including high-thread-count sheets and down comforters. If you're looking for character and value, this is an excellent option. *417 Stockton St., 888-817-9050, www.crescentsf.com*

Hotel Vitale ✻ Open since 2005, Hotel Vitale offers an exceptional waterfront location with unobstructed views of the Bay Bridge and the sparkling bay, near the Ferry Plaza Marketplace, Embarcadero and Financial District. The contemporary, neutral-toned rooms are serene retreats, and Americano Restaurant & Bar is a popular gathering spot. *8 Mission St., 415-278-3700, www.hotelvitale.com*

—C.H.T.

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Why log in when you can go out?

It's Just Lunch Dating Specialist Amy Brinkman asks "Why waste time with online profiles and the bar scene when you could be on a date right now?"

■ **How has dating changed over the years?** From my perspective, technology has changed everything. When we started *It's Just Lunch* eighteen years ago, singles simply introduced themselves and began talking – done. Now, couples chat, email, instant message, tweet, text and even video chat. People relate through their computers and mobile phones. This makes it easier than ever to stay in touch with someone you already know – but nearly impossible to meet someone you don't. Now the methods that people used to rely on for romantic introductions are gone, and people usually find themselves with just one network in their city: the office. That's not always ideal and busy singles don't have the time or desire to cruise the bars or scan online profiles. This is exactly where *It's Just Lunch* comes in. We introduce our clients to real people – not online profiles or phone numbers. We provide that missing network, and we do it in a way that fits into everyone's hectic schedule.

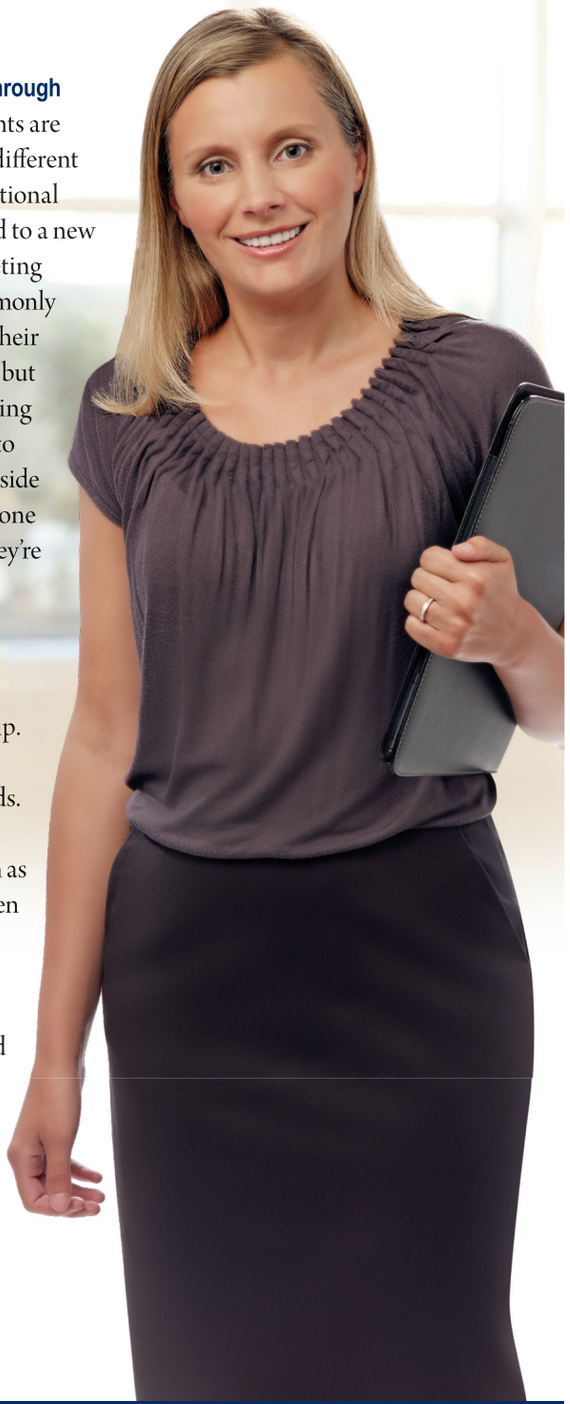
"When you are ready to start dating, you want to start immediately."

Amy Brinkman,
DATING SPECIALIST

■ **How does It's Just Lunch "match" singles?** We believe that nothing replaces the human touch, and we don't believe in "computer matches." It doesn't matter if you both like to jog, both like Chinese food, and both would like something long term – you can like all the same things and still not like each other. That's why we use our intuition to create the match. First, we interview each client like you would get to know a new friend, learning about their personalities, their likes and dislikes, and their relationship goals. Then, we call to arrange their first date. We contact both clients, get their schedules, find a convenient time and place for them to meet, and even make them a reservation. There are no online profiles for the world to see, and it's up to the clients if they want to share more details during their date and exchange cards in order to meet again. As part of our policy, we don't give out our clients' last names or phone numbers.

■ **What kind of people would I meet through It's Just Lunch?** *It's Just Lunch* clients are a diverse group representing many different professions, career stages and educational backgrounds. Some have just moved to a new city and want to fast-forward to meeting like-minded people. We commonly see singles spending most of their time with people from work, but they realize the pitfalls of dating coworkers. They come to us to expand their social circle outside of work. Our clients do have one thing in common, though: they're ready to meet someone new.

■ **Any advice for the first-date conversation?** Rule number one: Never talk about a past relationship. It can instill feelings of jealousy, awkwardness, or insecurity in seconds. If it comes up, give a brief answer and change the subject. Avoid topics such as politics and religion until you've gotten to know each other better. Make a conscious effort to ask or answer questions from your most positive perspective. Studies show people find you more interesting when you ask questions about them. If you don't know what to ask, just pause a moment to think . . . silence can be sexy and mysterious.




Betty Sinclair


Lisa Purdum


Jennifer Donnelly


Allie Houlton

It's Just Lunch has professional Dating Specialists just like Amy Brinkman all around the world. Discover how we can help you create a more rewarding dating life today.

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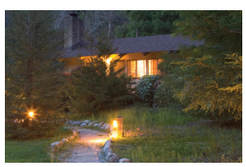
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park's grassy lawn during their lunch hours, as do conventioneers from the Moscone Center. 'Wichcraft, a sandwich shop on nearby Mission Street, is a popular place to pick up lunch.

Park visitors rest on benches between trips to the many nearby museums, which include the San Francisco Museum of Modern Art, the Jewish Contemporary Museum and the Museum of the African Diaspora. Others come to see the contemporary multimedia exhibits at the Yerba Buena Center for the Arts.

Families are attracted to the southern half of the gardens, which can be reached via a pedestrian overpass crossing Howard Street. This colorful area features numerous kid-friendly attractions, including a carousel, a bowling alley, an ice-skating rink, a playground, and the child-focused technology and media museum, Zeum.

Other park highlights include the scenic esplanade, with its gently sloping knolls and splendid views of the handsome brick exterior of the San Francisco Museum of Modern Art, and the fountain and waterfall, behind which is a moving memorial to Martin Luther King Jr., featuring historic photographs from the Civil Rights Movement. On the terrace above the waterfall, by the Sister City Garden—whose flowering plants come from 13 of San Francisco's sister cities—is the Samovar Tea Lounge, a scenic spot to enjoy a cup of tea, and a place where you may find local authors giving readings or opera singers performing.

If a park's purpose is to create a welcoming public space that invites community members to gather and enjoy local attractions, then these three exceptional green spaces have succeeded. ▲

Christina Henry de Tessan writes from Portland, Oregon.

GETTING THERE

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EL GAUCHO, THE QUINN T. ESSENTIAL STEAKHOUSE

By Quinn Travis

After extensive research, an intrepid food critic finally settles on El Gaucho as the ultimate steakhouse.

FOR SOME TIME NOW,

I have been patiently and secretly visiting every self-proclaimed or ravely reviewed "top shelf steakhouse" in the major market cities: New York, Chicago and San Francisco. Restaurants like The Palm, Chicago Chop House, Gene & Georgetti's, Smith & Wollensky, Angelo and Maxie's, Ben Benson's Steak House, and so on.

In fact, I'm writing this at Angelo and Maxie's in Manhattan as I sit outdoors in 85-degree weather at 8 o'clock at night. Why? Well, I love a good steak, and quite frankly there are so many steakhouses and so many claims and readers polls, I thought it was high time for me to do some sleuth work. Exactly, how does Seattle fare in this category? Is it in the big leagues?

First off, there are so many steakhouses in Seattle it's mind-boggling. Local favorites like Daniel's Broiler, Metropolitan Grill, Brooklyn Seafood Steak & Oyster House and El Gaucho, and big invading chains, like Morton's and Ruth's Chris all compete in the market replete with a zillion other restaurants that claim to have the best steaks around. So if you feel like a great steak, where do you go to really impress a business client and cement the deal?

THE ULTIMATE STEAK

Last November, a colleague and I were having dinner, and the owner of the steakhouse (whom we know) came up and proudly proclaimed that we were in luck. They had just secured a deal with an elite distributor, the Tarpoff Packing Co. of Granite City, IL, (a third-generation family-owned packing plant where each steer is hand selected by owner John Tarpoff), for exclusive restaurant rights, and that night was the premiere of the new beef. This owner claimed it was the best custom 28-Day Dry-Aged Certified Angus Beef® Prime, tender and lean, that he had ever tasted. (By the way, only .05 percent of beef sold in this country is Certified Angus.) This came as a mild quake to me, since I felt the steaks were already superior at this establishment. The man is Paul Mackay, and the steakhouse is El Gaucho. I must confess, Paul was not blowing smoke.

A SUPER-HIP CIGAR ROOM

First-time visitors to the El Gaucho are immediately hit by its distinctive atmosphere. Nondescript on the outside and dimly lit and well appointed on the inside, El Gaucho is a perfect representation of what my worldly brother-in-law architect Ron Rea terms a "swank 1940s New York nightclub." Yes, even the baby grand piano man is here, playing it live. The restaurant screams style, quality, and fashion — right at you, but not in your face.

Stunning details include curved walls, terraced seating, big booths, tables, a stylish bar, wood trim galore, a marble floor, three small private dining rooms (two of which are wine cellars, too), a 16-foot ceiling, and no windows. Further, there's the ultra-retro Pampas Room downstairs that can accommodate up to 200 guests and has a full dance floor and stage.

A super-hip cigar room, with whisper-quiet ceiling vents that whisk away the stogie fumes, has a freshness that would impress an air quality specialist. If you didn't venture into that part of the restaurant, you simply would not know that there is a cigar room. Absolutely no cigar odors permeate the main dining area. Yet with that huge cigar vault, El Gaucho is the place for many sports celebrities, business leaders, and politicians who like an occasional cigar.

ALWAYS ON, EVERY NIGHT

Here are the main reasons why I think this is the best steakhouse in Seattle, and yes, even beyond Seattle. There is no excuse for an off night. In this business, you must be on every night — without exception. There are three main areas where restaurants rise or fall. El Gaucho excels at all three.

First, good food means fresh, well-prepared, well-presented, well-sized portions, with variety and creativity. Second, the environment must have an ambiance that enhances the dining experience. Third, service must be exemplary — neither too invisible nor too intrusive. Service is one area where El Gaucho rules hands down. The wait staff are so knowledgeable, so polite and gracious, so attentive to detail, so professional in dress and demeanor, that I can only commend Paul for creating and sustaining such a fine, rare, unique atmosphere. No other restaurant comes close. That includes all the big guns, both here and in the other major markets.

Let's sum it all up this way. I've been to El Gaucho at least eight times in the past year or so, and I've never been disappointed. I frequent the other high-end steakhouses in town and beyond, and they are good, some perhaps even great, but I have had off evenings at these restaurants. Plus, El Gaucho's steaks are, shall we say, a cut above — more tender, more flavorful. Furthermore, they could teach advanced grad school courses on service and etiquette. And the ambiance, while classy, successfully avoids the pretentious, stuffy mode.

So, having dined at many of the best steakhouses in the country, let me answer my earlier question: Are we in the big leagues?
Seattle is not only in the big leagues with El Gaucho, we're like the Ichiro-fueled Seattle Mariners — we are on top of the heap. Chicago, New York — my apologies. El Gaucho is the definitive steakhouse in this country. ■

Washington State banned smoking in public places in December 2005. El Gaucho Seattle and Tacoma still have cigar lounges, however smoking is unfortunately not permitted on premises. El Gaucho Portland has an OPEN and dedicated cigar lounge.

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for reservations call *bellevue:* **425.455.2715** *seattle:* **206.728.1337** *tacoma:* **253.272.1510** *portland:* **503.227.8794** **www.elgaucho.com**

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A statue of Duke Kahanamoku welcomes visitors to Waikīkī's popular Kuhio Beach Park.

Waikīkī Rising

By Jenny Quill

Long before it became a vacation destination, Waikīkī was the place where King Kamehameha and his successors built homes and *heiau* (places of worship) among the area's fish ponds and taro fields. To say that Waikīkī has changed since then is something of an understatement. Understandably, its warm, white beaches, surfer lifestyle and appealing accommodations led to its becoming an increasingly popular visitor destination—tropical, exotic, alluring to mainland America. When I first visited the city in 1998, I was amazed by the activity along Kalakaua Avenue as well as on the beach. When I moved to Honolulu a couple of years ago, I found even greater energy building in this seaside community. High-end hotels, shops, restaurants and clubs have all debuted in recent years, giving the city a renewed feeling of glamour and sophistication.

One of my favorite spots in Waikīkī is the beachside Mai Tai Bar at the Royal Hawaiian, a local landmark recognizable by its striking pink facade. In 2008, the hotel, which just marked its 82nd birthday, underwent a multimillion-dollar renovation that respected its illustrious history and preserved its Spanish-Moorish architecture. The suites were given face-lifts, the Mai Tai Bar received a chic update, and the hotel's main restaurant was completely overhauled and renamed "Azure."

A dinner-only establishment, Azure focuses on locally sourced ingredients (such as Hamakua mushrooms and Kahuku corn) and freshly caught fish, purchased each day from the Honolulu Fish Auction. If you're hosting a group of gastronomes, you'll want to know that Azure offers the Royal Papa'aina ("royal table"), an eight-course tasting menu replete with wine pairings. The food is fantastic, and it has to be to complement the views—the Pacific stretching out for miles and Diamond Head rising beyond the city.

Not to be outdone on the foodie front, the Halekulani hotel recently introduced Table One, a restaurant within a restaurant located in the atrium of the hotel's Orchids Restaurant. Executive chef Vikram Garg customizes each five- or seven-course tasting menu to diners' preferences, using fresh, local ingredients. Depending on what you're in the mood for, Garg can whip up a lychee-and-scallop ceviche topped by chile lime soda and lotus seed popcorn, or a Big Island goat–cheese cheesecake with olive-toffee-and-white-chocolate ice cream.

Across the street is Halekulani's hipster



BUZZ PICTURES / ALAMY

Waikīkī offers a wealth of water sports and recreation.

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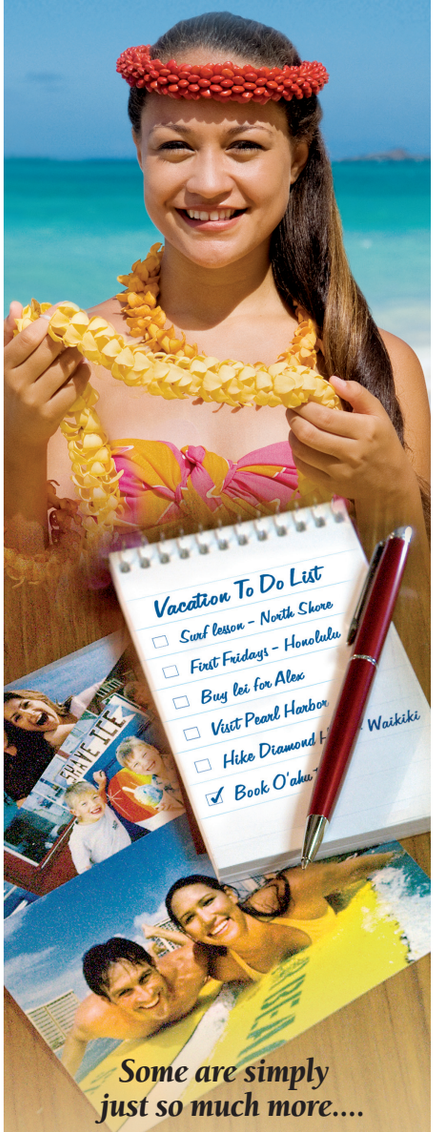


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sister, the Waikiki Parc Hotel, home of Nobu Waikiki, the celebrity-endorsed sushi hot spot named after its rock-star chef, Nobu Matsuhisa. The sushi is perfection on a plate, as is everything else, from the hot dishes to the desserts.

The Royal Hawaiian Center—an open-air mall that, in its previous incarnation, was something of an aging, beige fortress—recently went from meek to chic thanks to a smart rehab completed in 2008. With the arrival of Wolfgang's Steakhouse by Wolfgang Zwiener, a posh take on the American steakhouse, and Doraku Sushi, a South Beach import serving Asian-fusion cuisine to the fashionable set, the dining options have become decidedly more stylish.

One of the best views of the city can be had from the Sheraton Waikiki's 30th-floor restaurant, formerly known as the Hanohano Room, now Twist at Hanohano. The change is part of a larger effort to enhance all of the resort's dining options, from revamped farm-to-table menus to decor that's big on style. Twist at Hanohano serves three-, four- and five-course dinners that can be mixed and matched from selections on the regular dinner menu or from a rotating islands menu that highlights the cuisines of such far-flung locales as Mallorca, Spain, and the Seychelles Islands. Located adjacent to the restaurant, and taking advantage of the same attractive views, is Flights at Twist, a clever take on the traditional wine-bar concept: Oenophiles choose from five "airline" boarding passes, each representing a different flight of wines. Examples include Go Green (sustainable, organic) and ABC Reds (anything but cabernet).

Channeling its inner Las Vegas, the Sheraton also unveiled an infinity-edge pool and the Edge of Waikiki, a swim-up watering hole serving cocktails that go beyond the pervasive mai tai. For those toting toddlers and teenagers, the Sheraton built Helumoa Playground, a water wonderland with two freshwater swimming pools, a 70-foot-long, 15-foot-tall waterslide and two whirlpools.

The super pool is definitely the newest "it" item in town, and the Hilton Hawaiian

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The Waialae Country Club hosts the Sony Open in Hawai'i each January.

COURTESY: SONY OPEN IN HAWAI'I

Village may have the grandest of them all, with the $7 million Paradise Pool, which opened in early 2009. The aquatic playground features two freshwater pools with four slides, including a 77-foot lava-tube slide, three waterfalls and two spas. The pool—which is the Hilton's sixth and overlooks the resort's recently restored 5-acre saltwater Duke Kahanamoku Lagoon—is part of the expansive property's newest addition, the Grand Waikikian, a 331-room timeshare development that opened its doors in 2008. Great for families looking to hang out in Waikīkī for a week or more,

When in Waikīkī

New Year's 'Ohana Festival, January 10
Celebrate the Year of the Tiger at this family friendly event hosted by the Japanese Cultural Center of Hawai'i. Festivalgoers can enjoy Japanese food and check out arts and crafts, as well as entertainment, such as taiko performances. www.jcch.com.

2010 Sony Open in Hawaii, January 11–17
Watch 144 of the world's top golf pros, including 2009 champion Zach Johnson, tee off at the annual Sony Open, held at the Waialae Country Club. www.sonyopeninhawaii.com.

Pacific Island Arts Festival, January 23–24
Held at Kapiolani Park, across from the Honolulu Zoo, this ninth-annual festival showcases the work of nearly 100 local artists selling jewelry, stained glass, quilts, wood products and more.

Honolulu Zoo
The Honolulu Zoo, located in Waikīkī, features a number of exhibits, including the African Savanna, Tropical Forest, Pacific Islands and Children's Zoo. Inhabitants include gazelles,



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primates, rhinos, cheetahs, elephants, giraffes, lions, hippos and warthogs, as well as exotic birds and reptiles and much more. The zoo also offers after-hours family programs, such as "Snooze in the Zoo." www.honoluluzoo.org

Bishop Museum

Bishop Museum was founded in 1889 by Charles Reed Bishop in honor of his late wife, Princess Bernice Pauahi Bishop, the last descendant of the royal Kamehameha family. The museum houses an extensive collection of artifacts, documents and photographs about Hawai'i and other Pacific island cultures. www.bishopmuseum.org.

Diamond Head

Hike to the top of Waikīkī's most iconic landmark. Take a car, bus or taxi to the Diamond Head State Monument parking lot, and then hike the 1.6-mile round-trip, sometimes-steep trail to the crater's rim for a 360-degree view of the island. www.hawaiistateparks.org.

Pearl Harbor

Memorializing the December 7, 1941, attack that drew the United States into WWII, Pearl Harbor is the top tourist destinations in Hawai'i. In addition to the USS Arizona Memorial the National Historic Landmark area—about 45-minutes' drive from Waikīkī—also includes USS Missouri Memorial and the USS Bowfin submarine museum. www.nps.gov/valr/index.htm.

Surfing

Find the Duke Kahanamoku statue—which honors the father of modern surfing—at Kuhio Beach Park, and an expert surfing instructor is nearby. Individual and group lessons are available throughout the day at Kuhio Beach.

Torch-Lighting Ceremonies

Enjoy a local ritual at dusk as Hawaiian torch lighters run through Waikīkī lighting tiki torches. Viewing sites include the Royal Hawaiian Shopping Center, Kuhio Beach Park and the Hilton Hawaiian Village. Hula performances take place at the hula mound at Kuhio Beach Park.

The Magic of Polynesia

This popular show combines magic, illusions and pyrotechnics with Polynesian dance, song and chant. The Ohana Waikiki Beachcomber's dinner and/or theater show introduces a revamped production this month. www.magicofpolynesia.com.



TOR JOHNSON, COURTESY: HAWAII TOURISM AUTHORITY

Waikīkī's many restaurants focus on locally grown produce and artistic presentation.

the one- and two-bedroom suites are akin to luxury condos, with fully equipped kitchens and living and dining spaces.

Bringing his famous name to Waikīkī is Donald Trump, who opened Trump International Hotel & Tower, Waikiki Beach Walk this past fall. The 38-story luxury hotel, which has 462 guest rooms and suites and is just steps from the beach, has it all: the Spa at Trump, a sixth-floor infinity-edge pool and BLT Steak, an award-



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primates, rhinos, cheetahs, elephants, giraffes, lions, hippos and warthogs, as well as exotic birds and reptiles and much more. The zoo also offers after-hours family programs, such as "Snooze in the Zoo." www.honoluluzoo.org

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winning steakhouse (additional locations are in New York and Washington, D.C.) headed by chef/owner Laurent Tourondel.

The Trump is one of several hotels, including Outrigger Reef on the Beach and Embassy Suites Waikiki Beach Walk, associated with the new Waikiki Beach Walk, an 8-acre shopping-and-entertainment district with a variety of high-end shops and restaurants.

The project with the biggest buzz is the forthcoming Edition Hotel, a partnership between Marriott and boutique-hotel guru Ian Schrager. The Edition will take over the Ilikai Hotel and Suites, and is slated to open in 2010. While many of the details have yet to be confirmed, rumor has it that the hotel will have 350 rooms, three bars, a nightclub and Morimoto, the restaurant owned by Iron Chef Masaharu Morimoto.

Marriott recently completed a $28 million guestroom redesign and renovation project in its 605-room ocean-front Kealohilani Tower at the Waikiki Beach Marriott Resort & Spa, with an emphasis on sustainability and eco-friendly components throughout.

Aston Hotels & Resorts, which has returned to the Aston name from Resort-Quest Hawaii, has invested $13.5 million in its Aston Waikiki Sunset property, giving the family friendly condominium resort a more contemporary feel, and the former Honolulu Prince Hotel joins the Aqua boutique hotel-brand as the Aqua Waikiki Pearl, sporting a stylish $5 million refurbishment.

With so much that's new, combined with the classic charm of this Hawaiian beach community, Waikīkī remains one of the Islands' brightest gems. ▲

Writer Jenny Quill lives in Honolulu.

GETTING THERE

Alaska Airlines serves the island of O'ahu daily with direct service to Honolulu from Anchorage and Seattle. Book a complete Alaska Airlines Vacations package to Hawai'i at alaskaair.com or call 800-468-2248.

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DAVID NOTON PHOTOGRAPHY / ALAMY

The verdant expanse of City Center Park complements the view of the Petronas Twin Towers in Malaysia's capital, Kuala Lumpur.

Modern Malaysia

Kuala Lumpur boasts soaring towers, lush parks and fusion cuisine

By David Armstrong

It's my first time back in Malaysia in nearly a decade. I have come by way of Korea from my home in California, drawn by the vibrancy and variety I remember from my last visit. Simply put, I missed this place, and I wondered what had evolved and what had stayed the same. ■ Here's what has changed: Plenty of new high-rise buildings brush the skyline, forming a forest of glass-and-steel towers. Walkways arc across busy boulevards; a new Kuala Lumpur Convention Center gleams in the heart of town; the Kuala Lumpur International Airport was built recently south of the city; and crowds of people move efficiently through a massive, thrumming central rail station. In short, Kuala Lumpur, Malaysia's capital and largest city, is living on fast-forward.

Here is what has remained untouched by the passage of time: the relatively easy mix of technology and tradition, the sophistication of the food, and the friendliness and hospitality of the city's 1.6 million residents. Situated near the center of peninsular Malaysia and about 20 miles from the coast of the Strait of Malacca, KL—as the city is called by many—luxuriates in tropical lushness, created by the rain and year-round warmth that come with the city's location just 3 degrees north of the equator.

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Oh, and what I believe are the most beautiful twin towers in the world are there, too. They are the Petronas Twin Towers, soaring 1,483 feet, 88 stories high. By day, they are gleaming metallic ziggurats with five elegant segments—inspired by the five basic pillars of Islam. At night, they morph into slender, illuminated electrical wands. Opened in 1998, the towers symbolize the KL's transition from a tropical backwater dependent on exporting tin, rubber and palm oil into a city with first-world ambitions and an enthusiastic embrace of modernity.

Founded in the 1850s at the confluence of the Klang and Gombak rivers, the city of Kuala Lumpur is just now coming into its own. But KL is much more than big, modern buildings and recently acquired flash.

Much of the city is gorgeous, and its beauty is often found in unexpected places, such as the central business district. One of many green city parks is located between the Petronas Towers and Traders, the smartly appointed business hotel where I am staying. Kuala Lumpur City Center Park has 50 manicured acres with fountains and flowers that attract strolling families.

I discover the park on an early-morning constitutional after a deep first-night's sleep. A calming, 2.5-acre pond forms the liquid heart of the park. Synchronized fountains shooting water high in the air are its pulse. A cheery children's playground provides its smile. KLCC Park has its share of Bluetooth-wearing joggers



ADRIAN BAKER / AGE FOTOSTOCK

Vivid colors and fragrances greet visitors on Petaling Street in Chinatown.

taking a break from meetings at the adjoining KL Convention Center, but it is especially popular with parents and young children. As I circumnavigate the park, with its deep-green ferns, tropical flowers and shade pavilions, I see a flock of women wrapped in brilliantly colored Indian saris.

One of the glories of Kuala Lumpur is its incredibly good food, a savory mix of Malaysian, Indian and Chinese flavors and cooking techniques. An early version of fusion cuisine, it comes from the mixed population of native Malaysians, plus Indians and Chinese. The more recent immigration of Western and Asian expatriates gives KL a cosmopolitan flavor, and brings European and North American cuisines to the city's menus.

Malaysia's official language is Bahasa

KUALA LUMPUR, MALAYSIA



WHEN YOU GO

LODGING

Coliseum Hotel, 98-100 Jalan Tuanku Abdul Rahman, 2692-6270. Small three-star hotel with touches of colonial elegance.

Shangri-La Hotel, 11 Jalan Sultan Ismail, 2032-2388, www.shangri-la.com. Luxurious five-star accommodations with a prime city-center location.

Traders Hotel, Kuala Lumpur City Center, 2332-9888, www.tradershotels.com. Brilliantly appointed business hotel with many high-tech amenities.

DINING

Coliseum Cafe, 98-100 Jalan Tuanku Abdul Rahman, 2692-6270. 1920s British restaurant with European and Asian fare.

Top Hat Restaurant, No. 3 Jalan Stonor, 2142-8611, www.top-hat-restaurants.com. Western meets local cuisine in a converted bungalow.

CULTURAL ATTRACTIONS

Central Market, Jalan Hang Kasturi, 1300-22-8688, www.centralmarket.com.my. Vibrant arts-and-crafts keepsake market in an Art Deco building.

Islamic Arts Museum Malaysia, Jalan Lembah Perdana, 2274-2020, www.iamm.org.my. Exhibits flow seamlessly together in the museum's open interior.

Istana Budaya (National Theatre), Jalan Tun Razak,4026-5555, www.istanabudaya.gov.my. The striking kite-like form of the theater houses high-caliber performances and is next door to the National Art Gallery.

Sri Mahamariamman Temple, 163 Jalan Tun HS Lee. Visitors are welcome and are reminded to remove shoes before entering the richly decorated Hindu temple.

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Malaysia. However, in keeping with KL's international character, most locals here speak some English, so ordering off the menu, asking for directions or just striking up a conversation is usually easy.

I am a fan of colonial architecture, and I especially admire the handiwork of A.B. Hubbock, the British architect who designed some of KL's most charming heritage buildings. I take a taxi through congested streets to see KL Station, Hubbock's beautiful Moorish-inspired fantasia of minarets and arches, built in 1911. Even though the mammoth KL Sentral (Central Station) is now KL's main rail hub and ultra-modern airport link, the older building still handles commuter trains. I also visit Masjid Jamek, or the Great Mosque of Kuala Lumpur. I slip off my shoes and quietly step inside this 1907 Hubbock-designed architectural gem. I see people praying and contemplating within the peaceful interior.

MALAYSIA, A NATION OF 26 MILLION, is predominantly Muslim. As I leave the mosque, I see a young woman with her head covered and her body draped in a loose-fitting garment standing next to another woman who has bare arms and is wearing a snug, short skirt. They cross the street together, with no apparent tension. As I spend more time in the city, I discover that this is far from an uncommon sight. KL seems religious yet relaxed, accepting both the sacred and the secular.

As I explore, the afternoon heat slows me down, probably a good thing for a Western traveler. I go to a humble hawkers' court for a cooling drink and a meal of *nasi lemak*, a Malay dish of coconut-milk rice with fried anchovies, curried squid and boiled egg. Delicious. Then, I plot out the next day of my sojourn in Kuala Lumpur.

I decide on a city sampler of multicultural attractions. First up is Chinatown, home not just to Confucian and Buddhist religious places, but also to an ornate Hindu temple, Sri Mahamariamman.



The facade of the landmark Hindu Sri Mahamariamman Temple is replete with colorful sculptures.

PCL / ALAMY

Elaborate carvings of Hindu gods and goddesses adorn the towering temple gateway, and a ceremonial silver chariot awaits one's admiring gaze inside the temple, which dates to 1873.

Outside the temple, hushed reverence gives way to commercial clamor. Chinatown centers on Petaling Street, where some sidewalks have charming arched coverings for protection from the sun and rain. After dark, the neighborhood hosts a popular night market. I stroll for a while, checking out the merchandise, just looking. I didn't inherit the shopping gene, but I see other visitors admiring wares and bartering with shopkeepers over small items, as one is expected to do in small shops. In the big department stores, however, the list price is generally a set price.

Malaysia is well-regarded for pewter ware, batik, tightly woven baskets and intricate carvings. *Songket*, or Malaysian brocade, incorporates silver and gold threads into women's evening wear.

After perusing the shops, I drop into the Coliseum Cafe, a 1920s remnant of the British era, where I lunch on baked crab and enjoy an icy glass of Tiger beer. Thus fortified, I jump on the LRT—KL's well-run light-rail system—to Little India.

The LRT is faster and less expensive than the taxis, easier than walking in the city and generally less confusing for foreigners than the buses. Malaysians drive on the left, by the way, a legacy of the British, the colonial power until 1957.

In Little India, shops cluster around Jalan Masjid India, the main street, piled high with garlands of flowers, graceful saris, silver bangles, hot chiles, Indian sweets and other snacks.

Most of the dishes are less fiery than in India or Thailand, but have enough heat to get your attention. Hawkers' stalls, which are no-frills, fluorescent-lit and tin-roofed, serve some of the city's least expensive and best food.

I am wary of street food in much of Asia, but I can't resist stopping at a street vendor to sample the *nasi biryani*: rice cooked with almonds, raisins, cinnamon, turmeric and cardamom, and served with appetizing curried chicken. It's good. And,

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at 9 *ringgit* (about $2.70), the price is right. Is there any food that doesn't taste good in this town?

I BEGIN MY LAST DAY IN Kuala Lumpur at the Islamic Arts Museum Malaysia, with its exquisite collection of carpets, jewelry and calligraphy, featuring the brilliant symmetrical patterns that characterize Islamic art. Then I head to one of the highlights of the city: Taman Tasik Perdana, also known as Lake Gardens.

The lovely park is laid out around a central-city lake and is easy to enjoy on foot. As I discover, consulting my map and taking my time, Lake Gardens encompasses a butterfly park, a deer park (home to dainty kanchil or mouse-deer), a bird park with an enclosed walk-through aviary, and a magnificent orchid garden, where there are said to be 3,000 orchid varieties grown. The flowers are splendid, all look-at-me tropical colors and unusual shapes.

My final excursion in the city is to SkyBar. The elegant design of this 33rd-floor rooftop bar in Traders Hotel includes a central swimming pool and comfortable couches next to floor-to-ceiling windows with excellent views of the city. SkyBar rocks at night and on weekends, and is popular with locals as well as hotel guests. As I sip a drink, I gaze up at the luminous Petronas Twin Towers, then out at KL, the city lights coming up as the sun goes down, the languor of the tropical afternoon giving way to a renewed urban energy. It's nighttime in the city, and Kuala Lumpur has never seemed more alive. ▲▲

Travel journalist and author David Armstrong is based in San Francisco.

GETTING THERE

Use Mileage Plan miles to visit Kuala Lumpur via partner airlines Air France, American Airlines, British Airways, Cathay Pacific, Delta Air Lines, KLM Royal Dutch Airlines and Korean Air. For more information or to enroll in Mileage Plan, go to alaskaair.com or call 800-654-5669.

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Retirement PLANS

America's aging population has many options for finding the right place to call home | By Dana Thompson



WILLIE B. THOMAS / ISTOCKPHOTO

Many seniors look forward to developing new interests.

AGING. IT'S NO SURPRISE. We're all getting older. Our children are growing up; our own birthdays seem to come more often; and our parents, too, are approaching their golden years.

According to *Older Americans 2008: Key Indicators of Well-Being*, a 15-agency collaborative report published by the Federal Interagency Forum on Aging-Related Statistics, more than 12 percent of the U.S. population (more than 37 million people) was age 65 or older as of 2006, based on projections from U.S. Census 2000 data. This number continues to grow: In 2011, baby boomers begin turning 65, and by 2030, more than 20 percent of the population (nearly 72 million people) will be over 65. In addition, seniors are living longer than ever before. As a result, the many issues of aging—remaining active and engaged members of society, staying physically and mentally alert, and being taken care of if and when health deteriorates—directly impact seniors as well as those who love and care for seniors. Where to live is one such issue.

For many older adults, living in one's family home is no longer desirable. It may be a matter of lifestyle: Children are gone or a spouse has passed away, and a house that used to work is now too big. Housekeeping has become challenging, and maintaining the yard has become difficult. For others, health needs demand assistance with daily living. While hiring a caregiver is a viable option for some, others will need to move.

Entire industries now provide living alternatives for people in this stage of life. Wading through the various choices, however, can be overwhelming for everyone involved.

"When planning your retirement, make a list of the pros and cons for both staying where you are or moving," says Tom Wetzel, president of the Retirement Living Information Center Inc., a Connecticut-based organization that operates www.RetirementLiving.com, a Website that provides resources and guidelines to help people make retirement decisions. "If you do plan to move, visit [your destination] during different seasons, if possible. Learn about the cost of living—including taxes—in each location, so there are no surprises."

While definitions vary, a person's senior-living choices typically fall into the following categories: active-adult, independent-adult living and continuing-care retirement communities, as well as assisted-living, skilled-nursing and special-care facilities. Following are descriptions of each.

Active-Adult Communities

These are the "country clubs" of retirement living. Geared toward healthy, active seniors, most adult communities have minimum-age requirements for residents—typically 55—although some allow for a small percentage of younger adults. Like college campuses, active-adult communities offer everything from health clubs, golf courses, swimming pools and tennis courts to community clubs focused on wine-tasting, choir, bridge, poker, movies and books. Some are even affiliated with local universities and offer academic classes. Homes are generally stand-alone dwellings or condos that residents purchase outright. And while active-adult communities once clustered in warm climes, such as Florida, Arizona and Southern California, these communities today operate all over the United States.



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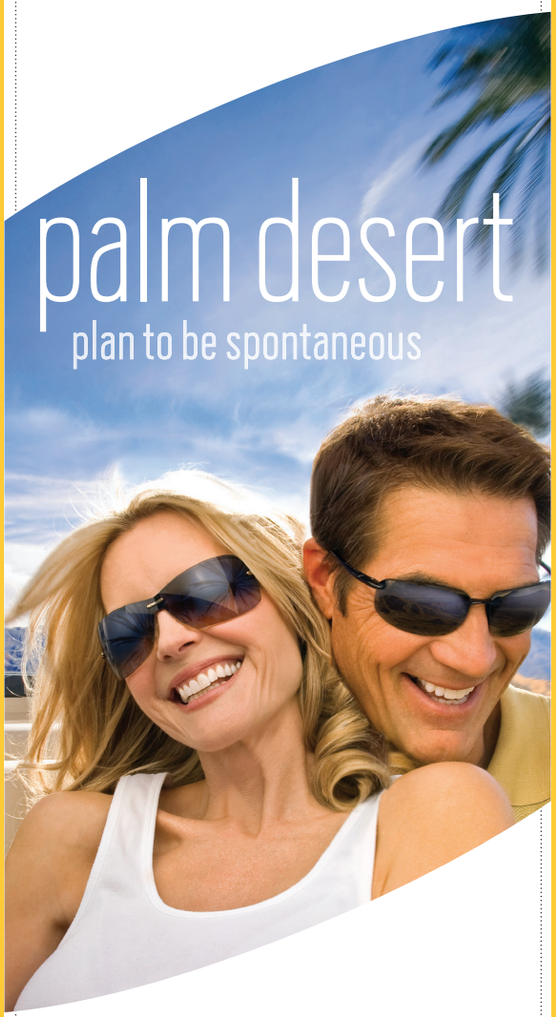
Larry and Joan Corbett enjoy the fairway setting of their Sun City Palm Desert home.

This option appealed to Larry and Joan Corbett. In 1996, soon after retiring, the longtime Marin County, California, residents decided to make a change. The house they'd lived in for 30 years in Larkspur was too big. Their youngest child had recently moved to Portland, and wanting to be closer to an imminent grandchild, the Corbetts moved north as well, promptly settling in an over-55 active-adult community called Claremont in northwest Portland. Claremont hosts 550 homes, with a nine-hole golf course, two clubhouses, two pools, tennis courts and myriad activities to keep seniors engaged. A shopping center—with grocery store, drugstore and coffee shop—is less than 10 minutes' walk away. Based on recent real estate sales, a townhome averages about $300,000, and houses range from the low $400s to the high $500s. Typical of most such communities, residents pay an annual homeowner's association fee for maintenance of the facilities.

The Corbetts, who've made many friends in Claremont, say the move to an adult community was positive. "We've so enjoyed being here, to be around two of our grandchildren and be involved in their lives, while staying active ourselves," Joan says.

The Corbetts soon found, however, that Pacific Northwest winter weather didn't quite agree with them. "After spending our first winter in Oregon, we discovered it was too wet and cold for us," Larry says.

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RETIREMENT-LIVING RESOURCES

Many good Websites exist as resources for planning your retirement-living and nursing-care needs. The sites listed below are just a few of them:

- ***www.retirementliving.com***—The Retirement Living Information Center provides comprehensive information and guidance to people investigating all levels of care. The site offers access to various studies and publications related to seniors. There are also a number of links and good articles related to all the different levels of living options.
- ***www.retirementcommunities.net***—This site offers comprehensive information related to retirement communities, and long-term-care and nursing facilities.
- ***www.nia.nih.gov***—See current research and statistics on the aging U.S. population. Includes trends in health, care, living and treatment of age-related issues. A number of publications can be downloaded from this site.
- ***www.myactivecommunity.com***—A good starting place for searching out active-adult, 55-plus communities throughout the country, with additional links to latest industry news and publications.
- ***www.aarp.org/families/housing_choices/other_options/a2004-02-26-retirementcommunity.html***—Sponsored by AARP, this site considers the pros and cons of Continuing Care Retirement Communities, and has links to sites that provide guidance in choosing a facility, and evaluating and rating a facility.
- ***www.carepathways.com/ALZr.cfm***—An overview of Alzheimer's-care options, the site helps in determining which type of care and facility best meets a person's needs at various stages of Alzheimer's. It also has links to additional resources.
- ***Nursing or social services departments*** at your local hospital or university can also be a valuable resource. Most have information related to care facilities support services.

Through suggestions of friends at Claremont, the Corbetts rented a condo in California's Palm Springs area. They then purchased a second home in Sun City Palm Desert, an active-adult community of almost 5,000 homes developed by Del Webb (now a division of Pulte Homes), which, though larger, is very similar to Claremont. In fact, many of their Claremont neighbors also own homes in Sun City.



Retirement facility consultants can help retirees make appropriate choices.

Now in their mid-70s, the Corbetts split their time between Portland and Palm Desert, spending summers in Oregon and winters in Southern California. "It's a good life," Joan says. "We walk, swim and play golf almost daily, which helps us stay healthy. We've decided to try and make every day count."

Independent-Adult Living

A similar yet less-expensive alternative for healthy older adults are independent-adult-living communities. Located throughout the United States, these communities are similar to active-adult communities in that there is generally a minimum age requirement. People either own or rent their home, which might be a freestanding single-family home, a townhome, cluster housing, a manufactured home or multi-family housing. While some extra perks may exist, independent-living communities generally lack the high level of amenities and organized activities that characterize active-adult communities, Wetzel says. Housing prices reflect that of the surrounding real estate.

Continuing-Care Retirement Communities

Active-adult and independent-living communities cater to healthy older adults. Extensive nursing care is rarely part of the package. But at some point in their later years, most adults will need greater medical assistance, and that will necessitate an additional move. One attractive option for seniors who don't want to make multiple moves as they age is a continuing-care retirement community (CCRC), also referred to as a life-care community.

For Dr. John H. Lindberg, an 86-year-old retired internal-medicine physician, and his wife, Polly, who is 79 and a retired RN, a natural choice was moving into Covenant Shores—a 12-acre CCRC on the north end of Seattle's Mercer Island, run by Covenant Retirement Communities, a nonprofit organization administrated by the Evangelical Covenant Church.

"With retirement living, assisted living, a nursing facility and dementia care, Covenant Shores takes care of a lot of things that can potentially happen in your life as you age," says John, whose parents also spent their final years at Covenant Shores. While the Lindbergs considered other CCRCs in the area, the 40-year Mercer Island residents ultimately decided that being near friends and family was most important. In fact, John's twin brother and his wife also live at Covenant Shores.

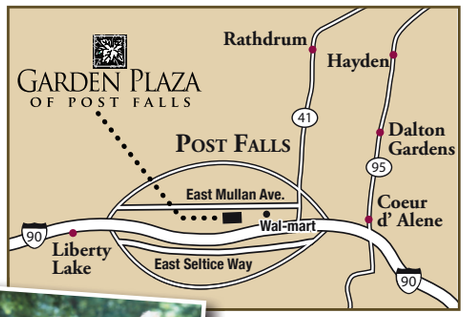
The Lindbergs moved into an independent apartment at Covenant Shores six years ago, and are enjoying every minute of it. The facility, which sits on the shore of Lake Washington, offers a workout room with exercise classes and cardio/weight equipment, as well as a host of organized social activities. "Every day you can do as much as you want or as little," says Polly, who recently took the role of a Swedish flight attendant in her first play. "Or if all you want to do is sit by the lake with a cup of coffee, you can do that too."

As a physician, John points out that the opportunity for residents to have community meals not only provides important social contact, but also helps prevent the food neglect and malnourishment that is often seen in older adults. "[Moving into a CCRC] may not be the move you can't wait to make," John says, "but once you do it,

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Consideration of their children was also a large factor in the Lindbergs' decision to move to a CCRC. "We consider it a gift to our children," Polly says. "For them to know that we are so well cared for relieves a tremendous burden from our children. They live in the area, so we see them often, but with us living here, they don't have to worry."

The financial contracts for CCRCs vary, but generally, residents pay an up-front entry fee along with a monthly care fee based on a unit's size and the level of care provided. For example, Covenant Shores' entry fees for 2009 ranged from $86,500 for a studio to $492,000 for a two-bedroom unit. Monthly fees averaged $1,384 to $3,343. While residents do not "own" their units, some CCRCs do provide a short-term partial-equity return on the entry fee to a resident's heirs if someone dies soon after moving in.

As a rule, active-adult living, independent-adult living and continuing-care retirement communities are paid for privately, with little or no coverage from Medicare or Medicaid. Some long-term life insurance policies will cover some costs.

The Next Phase

While growing old in good health is something we'd all like to do, reality doesn't always cooperate. Independent daily living—running errands, paying bills, dressing, eating, taking medication and performing simple personal functions—may become difficult due to declining physical or cognitive abilities. At this point, if a person cannot move to a more appropriate section of a CCRC, a move to either an assisted-living community or a more specialized nursing or dementia-care facility may be best, and adult children or relatives may need to help with the decision making.

This can be tricky. According to Linda Teri, professor and chair in the department of psychosocial and community health at the University of Washington School of Nursing, age or health-related change can be very unsettling for children as well as

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parents. "Seeing our parents become frail can be very frightening for everyone," says Teri, who also serves as adjunct professor in the department of psychiatry and behavioral sciences at the UW School of Medicine and in the department of psychology. "As we see them needing more help, the lines get very blurry. While [moving] is a very personal decision, it involves everyone. The only way to survive this transition is to have a lot of love, respect and understanding."

When deciding what's needed, it's important to have open communication and to thoroughly evaluate the situation. Is a move really necessary? If so, be practical and do your homework. As a rule, the cost of care increases along with the level of care. Assisted living generally costs less than in-home nursing care, while the price for special Alzheimer's care can range from $3,000 to $5,000 per month, depending on the facility. The cost of a private nursing facility averages almost $80,000 annually.

MetLife, in its *2009 MetLife Market Survey of Nursing Home, Assisted Living, Adult Day Services, and Home Care Costs*, compares the average costs by state for various care facilities. This comprehensive survey can be found on the company's Website, www.metlife.com.

The Commission on Accreditation of Rehabilitation Facilities (CARF International) also provides valuable information on whether a facility meets high industry standards and is financially sound. You can find providers with CARF accreditation listed by state at www.carf.org.

Teri recommends visiting different facilities to see how they feel to you and your family members. Is the facility clean? Do you hear laughter? What is the ratio of staff to residents? Do the employees and residents seem happy and engaged? What is the employee turnover rate? Is the location convenient for visiting family and friends?

Assisted-Living Facilities

These were the criteria Carol (she prefers not to use her last name) and her three siblings used when helping their father choose an assisted-living multicare community in southeast Portland. Although still living independently at an active-adult



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retirement community in Sun City, Arizona, Carol's 80-year-old father needed some assistance.

"We knew that many places won't take a person in failing health, so we wanted to get him into a multicare facility while he was still relatively active," she says.

Her parents had lived a number of years in nearby Lake Oswego, where Carol still lives, so they decided Portland made the most sense. Carol's mother passed away 5½ years ago, so finding a place where her father felt comfortable and had interesting social contact was also important. "We were trying to find a place that fit my dad's personality, and who he is," Carol says. "We wanted there to be people my father would enjoy."

After considering a number of facilities—fancy, simple, large and small—Carol and her siblings opted for Willamette View, a large, beautifully landscaped 27-acre CCRC overlooking the Willamette River that offers a range of care levels, as well as educational, cultural and physical outlets for residents. Approximately 55 of Willamette View's 500 residents have assisted-living arrangements.

The Assisted Living Federation of America (ALFA) defines assisted living as a senior-living option that combines housing, support services and health care, and is designed for individuals who require some assistance with daily living. Some residents may have cognitive issues such as Alzheimer's, or they may need help with mobility, the activities of daily living or other challenges. Most assisted-living facilities offer levels of assistance that increase as needed. Some residents live in their own apartment but share community meals rather than cook for themselves. Others get help with transportation or daily house chores.

The move for Carol's father was timely. He had an independent-living arrangement for several years at the CCRC, but when he broke his hip, he required rehab and a greater level of assistance. He then started to fall regularly, and eventually moved permanently into the next level of care. Now 85, Carol's father has a studio apartment in the assisted-living section at Willamette View.

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"Putting your father into assisted living is hard," Carol acknowledges. "It's a mixed bag of family things. He didn't want to do it, but we knew, based on genetics, that Dad had a good chance of living into his late 90s, but not necessarily independently. He's making peace with [being there]."

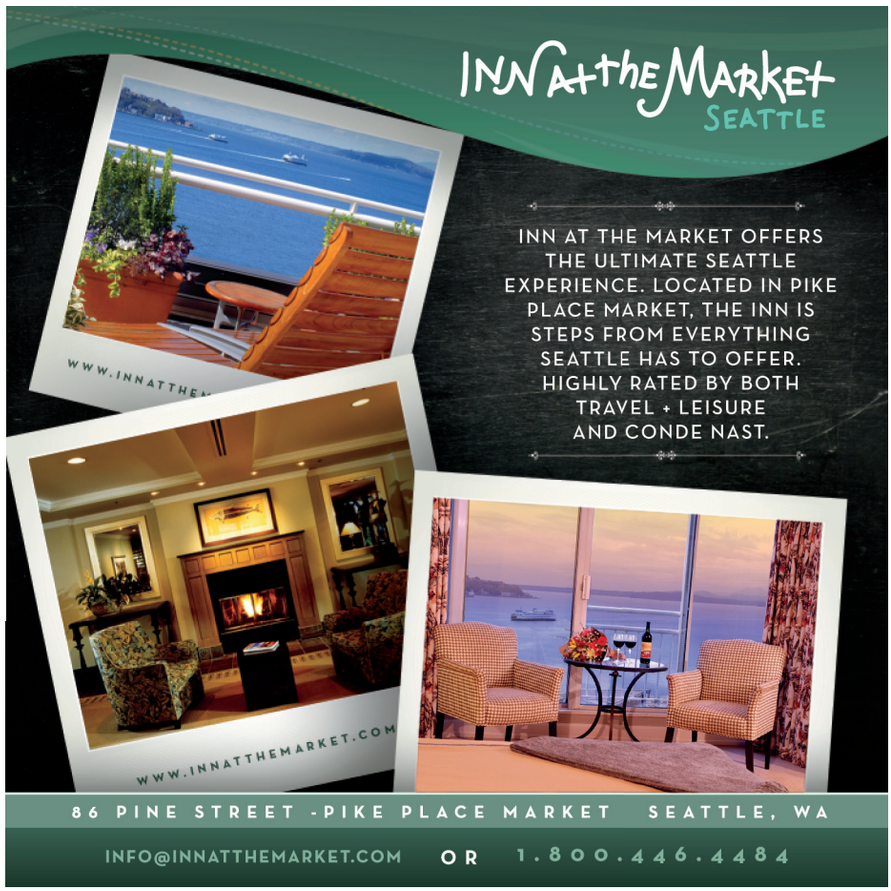
Nursing Care

As a person's health deteriorates, a move into a nursing facility may be warranted. Nursing homes (sometimes known as skilled nursing facilities) are for people who require 24-hour care from licensed nurses for any number of medical conditions. Each state has its own laws and regulations pertaining to nursing homes, and a facility must be licensed in order to participate in Medicare and Medicaid. Some private adult-care homes may not be required to have a state license. A number of Websites rank and compare nursing homes in a given area, providing a good place to start when considering a nursing facility. Word of mouth is also a great way to learn more about a place. A drop-in visit to observe residents and staff interactions can also provide a glimpse beyond a marketing brochure.

Alzheimer's and Dementia Units (Special Care Units)

According to Census Bureau data, as many as 4.5 million Americans have moderate to severe cognitive impairment, such as Alzheimer's or other forms of dementia, and the risk among seniors rises with age. Living and caring for a person with dementia can be tremendously stressful for a spouse or a child, and can be especially frightening for the person losing his or her identity to such a disease. A special type of care is often needed. As a person becomes more impaired, he or she may require a secure facility, with caregivers trained in working with people with cognitive deterioration.

This is the conclusion that Lynn, a Seattle-area author and artist, reached, along with her father and brother, in caring for her mother. Diagnosed with Alzheimer's in 2004, Lynn's mother managed very well for *CONTINUED ON PAGE 117*





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Suzuki's 2010 Kizashi.

Great Things Ahead

By Bengt Halvorson

A couple of years ago, Suzuki began showing a series of racy all-wheel-drive concept cars called Kizashi (kee-zah-shee), a Japanese word meaning "something great is coming." ■ This past summer, Suzuki brought out a production sport sedan, designed around the statements made with those concept cars, that also carries the Kizashi badge. ■ The Kizashi, which began reaching dealerships last month, is perhaps the most significant vehicle Suzuki has launched in the United States. But as the name implies, if Suzuki has its way, the car is just a start toward making the brand much better known in America.

Hopefully, it's a prelude to a future of exciting products.

But that's getting ahead of the real story here, which is the car itself.

The Kizashi is uniquely sized for the U.S. market. With a length of about 183 inches, it's not quite midsize—really just slightly larger overall than the Toyota Corolla or Volkswagen Jetta. But thanks to a 106-inch wheelbase and 72-inch width, its cabin is more spacious than those of compact sedans, and closer to mainstream offerings such as the Honda Accord, Toyota Camry and Ford Fusion. Actually, the Kizashi is of a size that's more common in Europe and Japan, most comparable to smaller, global sport sedans such as the Acura TSX and Audi A4. And the Kizashi, which starts at less than $20,000, is just as sleek, lean and athletic-looking.

That approach is revealing of what Suzuki has tried to do with this new model. The Japanese automaker designed and developed this all-new sedan in-house, but turned to Europe—including the German Autobahn, Swiss Alpine highways, English cobblestone roads and Germany's legendary Nürburgring—to test and tune the Kizashi's dynamics.

Suzuki was confident enough in the Kizashi's dynamic prowess to allow me to test one of its cars nearly to its limits at Portland International Raceway. It was eye-opening to sample how Suzuki's extensive tuning has paid off in a car that feels sophisticated and capable where other inexpensive sedans would be flustered.

Key to providing top-notch performance in the Kizashi—from its concept-car form to the version that you'll find at dealerships—is all-wheel drive. The optional system, termed "i-AWD," is configured not only to aid traction in slippery road conditions, but also to aid stability in hard cornering. Unlike some other all-wheel-drive systems, the Kizashi system doesn't require wheelspin to signal a reallocation of power to the other wheels. Instead, the Kizashi automatically sends more power to the back wheels during acceleration, then micromanages the torque split depending on how much traction is available, as well as on steering and throttle inputs. Coordinated with the electronic stability control and i-AWD, the electric-assist rack-and-pinion steering provides an extra boost when needed, making it easier to countersteer in the proper direction for better stability.

With the i-AWD system, Suzuki is one of few automakers to provide an "AWD" button on the dash, enabling drivers to deactivate the system and run in front-wheel drive for slightly improved fuel economy when the system isn't needed.

Suzuki gave the Kizashi a rather conventional layout—a rigid steel unibody, with struts in front and a multilink rear suspension—but used embedded aluminum in suspension components to help keep weight down.

Powering the 2010 Kizashi is an engine that's strong enough to satisfy performance enthusiasts yet efficient enough to keep the interest of those who consider fuel economy a top priority. The 2.4-liter, twin-cam four-cylinder is made mostly of aluminum for weight savings and produces 185 horsepower and 170 pound-feet of torque—impressive figures for a base engine in this type of vehicle. Also quite impressive are the EPA ratings, which range from 20 to 23

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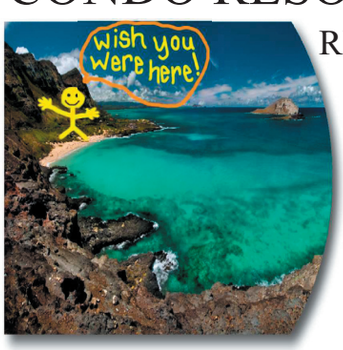
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in the city and 29 to 31 on the highway.

Surprisingly, the continuously variable automatic transmission (CVT) that's available in the Kizashi promises better fuel efficiency than the six-speed manual gearbox. The CVT uses a belt-and-pulley system to vary—within a broad range—the ratio for the best performance and efficiency for the particular driving situation. Simply put, revs go up when you accelerate, then settle down when you're cruising. Yes, there's a bit of delay from the time you step down on the gas until the engine somewhat noisily revs up to deliver its burst of acceleration (which is why some people don't like CVTs), but Suzuki remedies that by offering steering-wheel paddle shifters that allow you to access six preset ratios, making the CVT feel like it has gears—a feature especially useful for better control if you're on a steep or curvy road.

Although the CVT will probably be the more popular of the two, I preferred the standard six-speed manual transmission, which shifts easily, has a nice, light clutch pedal and, according to several test sources, allows the Kizashi to dash to 60 mph in less than eight seconds. With front-wheel drive, it's actually the best way to enjoy the peppy engine, which revs smoothly and feels happiest in the middle range of the tachometer's sweep. The engine feels especially swift and responsive between 2,500 rpm and 4,500 rpm; it's always smooth but quite vocal when accelerating, especially as the revs build.

Overall, the Suzuki Kizashi drives with more verve than most other vehicles its price. The steering is nicely weighted and transmits a little bit of feel from the road, and the suspension soaks up minor bumps while keeping body motions in check. And it brakes especially well, with larger four-wheel discs than most other sedans in this price range, and components from Akebono, a company that supplies brakes for high-speed rail systems.

THAT'S ONLY PART OF THE STORY. Suzuki has matched this well-engineered sedan with a top-notch interior that has spacious seating, a high-quality feel and impressive materials. Although it's fair to say that

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Suzuki doesn't break any new ground designwise, it all comes together nicely with an aggressive, performance-themed interior that incorporates soft and textured surfaces on the dash, trim that wraps around to the front doors, and an instrument-panel design that places most controls and displays quite high up. Controls have a tactility that you probably wouldn't expect in a car this affordable.

All versions of the Kizashi—not just the top trims—get well-bolstered sport seats, which are snug and supportive for cornering, yet long-distance comfortable. They're way better than the flat, wide seats you often get in cruiser sedans, and you'll probably be pleased whether you go for the standard cloth or the perforated leather. The driving position is upright, with a good view outward. In back, the split bench seat has enough headroom and legroom for most adults, and the rear seatbacks fold forward to expand the abundant trunk space.

Shoppers today expect a number of tech features in addition to traditional comforts. All Kizashi models come with dual-zone automatic climate control, push-button start and steering-wheel audio controls, while the midlevel SE model adds items such as larger alloy wheels, cruise control and a power memory driver's seat. Bluetooth hands-free calling and audio streaming are included in the GTS model, along with fog lamps and a moonroof, while the top-of-the-line SLS includes leather seats, heated mirrors, rear parking sensors, a garage-door opener and an auto-dimming mirror. Late in the model year, Suzuki will offer an optional navigation system.

And in case a test-drive leaves you wanting a vehicle with even better fuel economy, or even stronger acceleration, Suzuki is readying a hybrid version of the Kizashi, to be introduced in a year or two. A V-6 is also in the works, though still officially "under consideration."

No doubt, the Kizashi is an excellent, affordable sport sedan and a very strong value, with prices ranging from $19,000 to about $25,000 for the top SLS model. But Suzuki still has to overcome one signifi-

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cant obstacle: While some Americans know it for motorcycles and ATVs, the Suzuki name just doesn't carry a lot of weight among U.S. car shoppers.

Suzuki has made its name in this country on a line mostly of compact sport-utility vehicles, such as the Samurai, the Sidekick, the X90 and the Grand Vitara, but its car lineup has never been extensive. The company established a reputation of making sturdy, reliable vehicles, and has sold best in regions such as New England, the Northwest and the Rocky Mountain states.

The Suzuki company has a lot going for it. The company was one of only a few Japanese automakers to post profits recently. In fact, the company has been profitable for 57 years straight—every year it's been in the car business. Over that time it has sold more than 40 million cars globally. Worldwide, Suzuki is the 11th best-selling brand, and its Wagon R model has been the best-selling car in Japan for four consecutive years. It's also the best-selling brand in India's fast-growing car market.

In the United States, Suzuki's compact SX4 hatchback and sedan have also been given a higher residual rating than the longtime best-selling Toyota Corolla—indicating that they will likely be worth more on trade-in after a few years. Suzuki also has one of the strongest new-car warranties, with a seven-year/100,000-mile powertrain warranty and three years/36,000 miles of roadside assistance.

Will the Kizashi be perceived as a dressed-up economy car or a bargain-price sport sedan? I think the latter, because its in-between size, polished performance, excellent interior and features, for the money, make it a standout in the market.

In a way, Suzuki's relative anonymity to date in the United States might prove to be a blessing. A well-designed, appealing sedan in nearly every way, from an auto-industry underdog, the Kizashi is also a car that surpasses the expectations most people have for the brand—and one that might earn a place on the lists of many more new-car shoppers. The name fits. ▲▲

Bengt Halvorson is a freelance automotive journalist writing from Portland.

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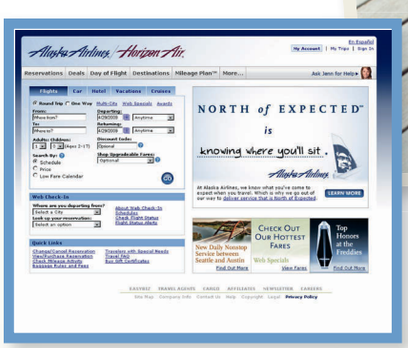
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FIRST CLASS

Passengers seated in First Class are always treated to our special brand of customer service. Enjoy our distinctive menus, a dedicated flight attendant, a convenient lavatory and complimentary use of a digEplayer when available.

WINES OF THE MONTH

Each month, our First Class passengers enjoy a new selection of fine wines from vineyards found along the West Coast. This month, we're pleased to feature the wines below. On each flight we'll serve one white and one red from this selection.



Apex Cellars Cabernet Sauvignon 2005 *Washington*
A brilliant acidity drives flavors of black cherries and anise.



Waterbrook Winery Chardonnay 2007 *Washington*
Notes of grapefruit and apple, with hints of toast, lead to a bright finish.



Apex Cellars Chardonnay 2007 *Washington*
Creamy textured, with aromas of grilled pineapple, white peach and candied lemon peel.



Waterbrook Winery Merlot-Cabernet 2007 *Washington*
Leather, bing cherry, fig and tobacco lead to a long finishing wine with continued fruit development.

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Inflight Entertainment

DIGEPLAYER Put Hollywood in the palm of your hand.

Enjoy music, movies and more with digEplayer. This little handheld marvel has the ability to keep you entertained the whole flight with new-release movies, sports, great TV, music, destination information and more. Reserve on select routes at least 24 hours in advance via alaskaair.com.

Availability:

$12 rental on flights between
- Anchorage and Chicago or Hawai'i
- Los Angeles and Washington, D.C. or Cancún
- Oakland and Hawai'i
- Portland and Boston or Maui
- Seattle and Hawai'i or East Coast

$6 rental on flights between
- Anchorage and Portland
- San Jose and Austin
- Seattle and Anchorage, Austin, Chicago, Dallas/Fort Worth, Fairbanks, Houston or Minneapolis/St. Paul

Complimentary
- First Class



CURRENT MOVIES

• Michael Jackson's This is It (PG)	1:51
• All About Steve (PG13)	1:35
• Aliens in the Attic (PG)	1:25
• Post Grad (PG13)	1:27
• Storm	1:45

POPULAR MOVIES

• Juno (PG13)	1:34
• The Happening (R)	1:30
• Taxi (PG13)	1:37
• La Misma Luna (PG13)	1:50
• Mrs. Doubtfire (PG13)	2:05
• Butch Cassidy and the Sundance Kid (PG)	1:52

CARTOONS

- SamSam
- I Got a Rocket
- Dive Olly Dive!
- Code Lyoko

SPORTS

- 1992 Apple Cup (UW vs. Washington State)

TV SHOWS

- Man Shops Globe
- The Screening Room #30
- Mad Men
- Life After People
- Everybody Loves Raymond
- CSI: New York
- Shark
- Still Standing
- Angel
- Malcolm in the Middle
- The Simpsons
- Single

DISCOVER ALASKA

- Journey to Alaska
- Alaska Made Easy: Denali

ALASKA AIRLINES INFLIGHT Wi-Fi

Alaska Airlines is pleased to be testing our satellite-based Internet service, furthering our pursuit of customer-friendly enhancements aimed at making your flight with us as enjoyable as possible. You can surf the web, send and receive e-mail, and access your Virtual Private Network (VPN), all with your own Wi-Fi enabled device, such as a laptop or iPhone. Flight attendants will make an announcement if your aircraft is Wi-Fi equipped and then indicate it is safe to activate electronic devices and access Inflight Wi-Fi.

WiFi™ INFLIGHT

3 Easy Steps to Get Online

1. Turn on your Wi-Fi.
2. Connect to the "Alaska Airlines Inflight Wi-Fi" signal.
3. Launch your Web browser and sign up.

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What's New

KIDS FLY FREE TO *DISNEYLAND*® RESORT



Alaska Airlines Vacations is pleased to offer "Kids Fly Free to *Disneyland*® Resort" program, offering great savings on family travel to Southern California during 2010. The promotion offers free airfare for children ages 2 to 11 who accompany an adult on an Alaska Airlines Southern California Vacation package. In addition, guests who buy three nights at one of the Hotels of the *Disneyland*® Resort will get two more nights free when they book by April 1, 2010, and travel between January 5 and April 30, 2010. Specially priced multiday *Disneyland*® Resort *Park Hopper*® Bonus Ticket pricing is also available with savings up to $80 per ticket when purchased with an Alaska Airlines Vacations package. The offer is valid to four Southern California airports: Orange County, Los Angeles, Long Beach and San Diego. Vacations must be booked before April 1, 2010, and are valid for travel January 5 through April 30, 2010. Book your package at alaskaair.com and receive 1,500 Mileage Plan Bonus Miles for each passenger or call 800-468-2248 (TTY/TDD line 800-392-0228).

NEW SPOKANE FLIGHTS FOR HORIZON AIR

Horizon Air will launch twice-daily direct service from Spokane to Sacramento and San Jose starting March 26, 2010, providing a new link between these three vital and growing metropolitan regions. One daily flight from Spokane will operate nonstop to Sacramento and continue on to San Jose, while a second flight will operate nonstop to San Jose and continue on to Sacramento. The new service also includes a second daily round-trip between San Jose and Sacramento, facilitating same-day business trips in each direction between the two cities.



HORIZON UNVEILS "COMFORTABLY GREENER" Q400 LIVERY

Horizon Air's newest Bombardier Q400 entered service recently sporting an eye-catching "Comfortably Greener" livery that spotlights the aircraft's lower environmental impact compared to similar-size jets. Horizon's 76-seat Q400 uses 30 to 40 percent less fuel, and produces 30 to 40 percent less carbon emissions, than comparable jet aircraft. The new Q400 is the first of two with the "Comfortably Greener" livery. The second will arrive in December. In 2007, Horizon announced its intention to transition to a single fleet of Q400s, in large part because of the aircraft's greater fuel efficiency. Horizon is currently hoping to achieve a single-type fleet by the end of 2013. Presently, the airline operates 39 Q400s and 18 CRJ-700 regional jets.



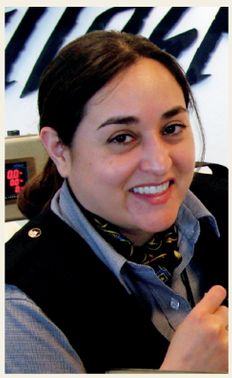
MORE MAUI!

Alaska Airlines is expanding its service between Seattle and Kahului, Maui, with a second daily round-trip beginning June 10, 2010. The new flight follows the airline's expanded Hawai'i service launched last year between Portland and Maui as well as Oakland and Maui and Kona. Last month, Alaska also announced new service between San Jose and Maui, beginning March 11, 2010; San Jose and Kona, starting March 12; and Sacramento and Maui, starting March 26. The new flights are all available for booking immediately at alaskaair.com.



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Hablamos Español



Above Loren, Customer Service Agent, Anchorage

AT YOUR SERVICE

Alaska Airlines is proud to be the largest foreign flag carrier serving Mexico. As such, we are committed to delivering on our promise to provide our valued Spanish-speaking customers with an exceptional experience that is safe, dependable and delivered with genuine and caring service. To serve you better, our products and services are available in Spanish through the following:

- Reservations and Customer Care call centers
- Kiosk check-in at the airport
- alaskaair.com / español
- CEO monthly editorial in this magazine
- Connecting gate information on page A12
- Customs and immigration forms information on page A13

Also, at the airport or once onboard, Spanish-speaking employees are happy to assist you. Just look for smiling, friendly employees wearing our unique "A su servicio" name tags.





A SU SERVICIO

Alaska Airlines tiene el orgullo de ser la compañía de bandera extranjera más grande que presta servicios con destino a México. Por eso, hemos asumido el compromiso de cumplir nuestra promesa de proporcionar a nuestros apreciados clientes hispanohablantes una experiencia excepcional que, a la vez, sea segura, confiable y llegue a ellos con un servicio genuino y atento. Para atenderle mejor, nuestros productos y servicios se encuentran disponibles en español a través de:

- Centros de atención telefónica de Reservaciones y de Atención al Cliente
- Quioscos de registro del aeropuerto
- alaskaair.com/español
- El editorial mensual del director ejecutivo se encuentra al inicio de esta revista
- Información sobre las salas de conexión en la página A12
- Información sobre formularios aduaneros e inmigratorios en la página A13

Asimismo, en el aeropuerto o una vez a bordo, nuestros empleados hispanohablantes con gusto le brindarán ayuda. Simplemente diríjase a nuestros empleados sonrientes y cordiales que llevan nuestras exclusivas identificaciones con la leyenda "A su servicio".

Better together

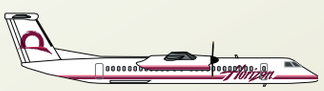
ALASKA AIRLINES AND HORIZON AIR

As sister carriers in Alaska Air Group, Alaska Airlines and Horizon Air are dedicated to bringing you the highest possible level of service. Together, we serve more than 90 cities throughout the United States, Canada and Mexico. To make your travel simple and seamless, Alaska and Horizon coordinate schedules and systems, so you get one ticket, one low fare and one easy check-in that includes seat assignments on both airlines.



Above Alaska Airlines and Horizon Air coordinate schedules to serve more than 90 cities.

Horizon's Fleet



Bombardier Q400

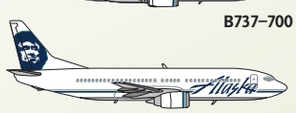


Bombardier CRJ–700

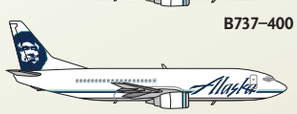
Alaska's Fleet



B737–700



B737–400



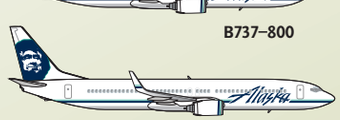
B737–400C



B737–400F



B737–800



B737–900

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Escape

Alaska Airlines and Horizon Air are proud to serve more than 90 locations throughout the United States, Canada and Mexico. We serve many other cities with our codeshare partners, American Airlines, American Eagle, Delta Air Lines, Delta Connection and Northwest Airlines.

On routes served by multiple airlines, our codeshare agreements allow you seamless travel and the ease of purchasing your ticket with just one call or visit to alaskaair.com. What's more, all our codeshare partners are also Mileage Plan partners, allowing generous opportunities to earn Bonus Miles. Learn more at alaskaair.com.

American Eagle

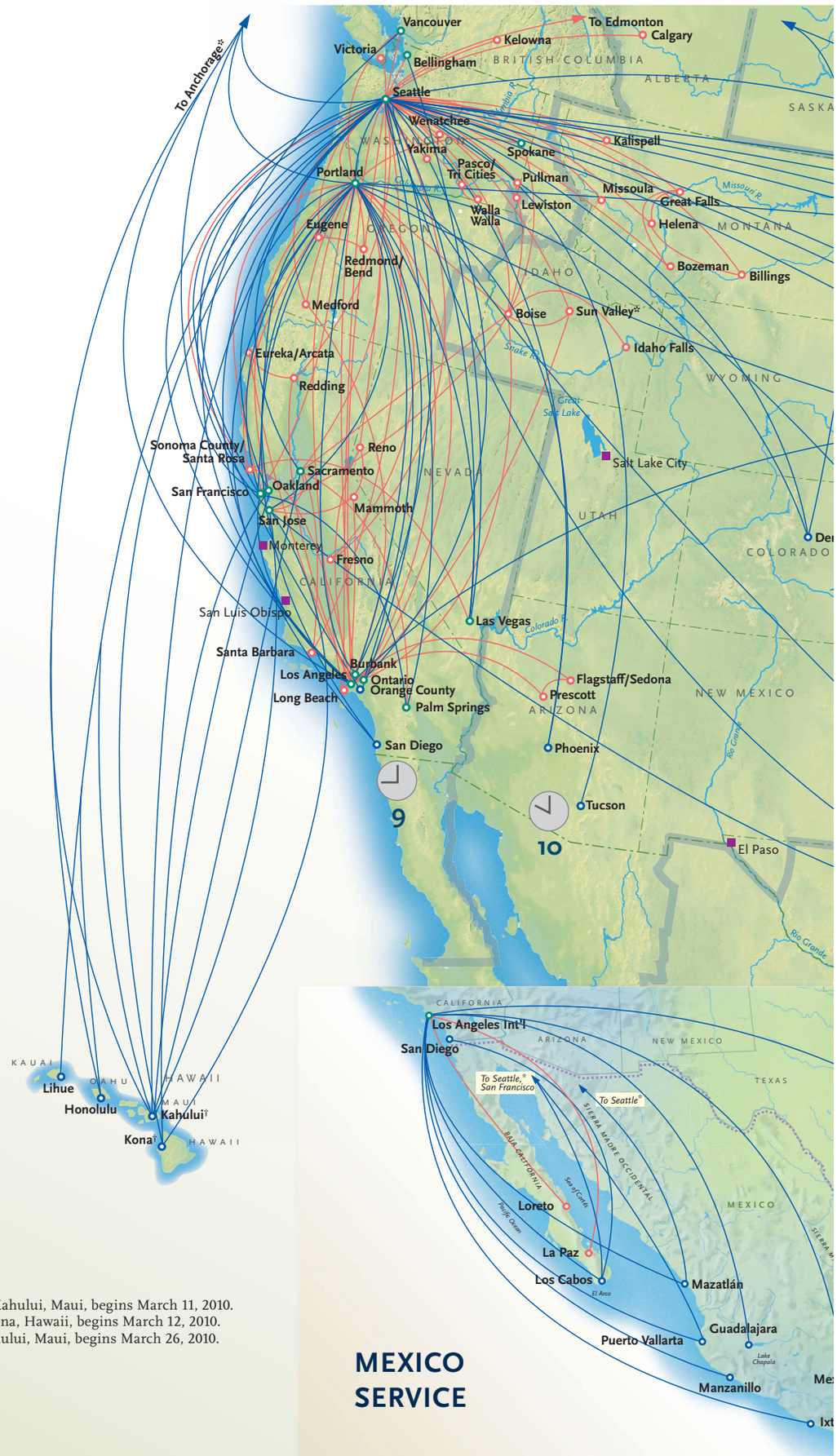


Airline Partners

Make easy connections throughout the United States on our codeshare-partner airlines:

AmericanAirlines® DELTA

American Eagle® nwa NORTHWEST AIRLINES®



- Alaska Airlines cities
- Cities jointly served by Alaska Airlines and Horizon Air
- Horizon Air cities
- Served by Codeshare Partner

* Some routes shown operate seasonally.
† Three-times-weekly service between San Jose and Kahului, Maui, begins March 11, 2010. Four-times-weekly service between San Jose and Kona, Hawaii, begins March 12, 2010. Nonstop daily service between Sacramento and Kahului, Maui, begins March 26, 2010.

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U.S. Mileage

Between	Mileage
Seattle &	
Boston	2496
Denver	1024
Honolulu	2677
Los Angeles (LAX)	954
Miami	2724
New York City/Newark	2401
Phoenix	1106
San Diego	1050
San Francisco	678
Washington, D.C.	2306

Between	Mileage
Portland &	
Los Angeles (LAX)	834
Phoenix	1009
San Diego	933
San Francisco	550

Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

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Alaska



Alaska Mileage

Between	Mileage
Fairbanks &	
Barrow	503
Seattle	1533
Chicago	2785
Anchorage &	
Cordova	160
Kodiak	252
Fairbanks	261
King Salmon	289
Dillingham	329
Bethel	399
Nome	539
Kotzebue	549
Juneau	571
Prudhoe Bay	627
Ketchikan	776
Dutch Harbor	792
Seattle	1448
Portland	1542
San Francisco	2045
Los Angeles	2375
Honolulu	2776
Chicago	2847
Juneau &	
Sitka	95
Petersburg	123
Yakutat	199
Ketchikan	235
Seattle	909
Ketchikan &	
Wrangell	83
Sitka	185
Juneau	235
Seattle	679

Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

Alaska Airlines Cities

* Some routes shown operate seasonally.
† Dutch Harbor–Anchorage service operated by PenAir.

Airline Partners

Make easy connections throughout Alaska with our partnership airlines.

Era Alaska

PenAir

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The place we call home

Regional highlight

Anchorage is the big, wild city of the North

What began as an Alaska Railroad work camp in 1915 is today a vibrant, metropolitan city of the North. Anchorage is Alaska's largest city, with all the amenities of a major city: major department stores and fine local gift shops; four-star hotels, boutique inns and quaint B&Bs; international cuisine and gourmet, brewpub pizza; and entertainment that ranges from Broadway shows to local theater and music productions. Anchorage is also the business hub of the state and serves as headquarters for many large companies and Alaska's oil industry.

Yet for all its big-city attributes, Anchorage embraces its wild side, as well. The city is huge—1,961 square miles, or roughly the size of Delaware. Six mountain ranges are visible from downtown, as is the tallest mountain on the continent, Mount McKinley, at 20,320 feet. There are 60 glaciers within 50 miles of Anchorage, including Portage Glacier, one of Alaska's most-visited attractions. It's just 45 miles south of downtown, and five miles from Alyeska Resort, which offers 2,500 vertical feet of skiing and luxury accommodations.

Wildlife abounds within the city limits, and includes Dall sheep, seen along the route to Alyeska, brown bears and black bears, eagles, beluga whales and more than 2,000 moose.

Residents use more than 300 miles of paved and wilderness trails—year-round—for running, hiking, biking and cross-country skiing.

Anchorage hosts many annual festivals, but the main event is Fur Rendezvous, a 10-day celebration with deep Alaska roots, opening on February 26. On March 6, the Iditarod Trail Sled Dog Race launches through the heart of the city on the first leg of the 1,049-mile race to Nome.

A four-time All-American City, Anchorage is big, wild and lively. For more information, visit www.anchorage.net.

Anchorage Facts



Population: 227,000; 42% of the state's population.

Parks: 235 public parks, totaling 14,942 acres.

Aviation: One registered pilot for every 58 residents; six times the national per-capita average.

Salmon fishing: Ship Creek is a popular and productive salmon stream that passes through downtown Anchorage.

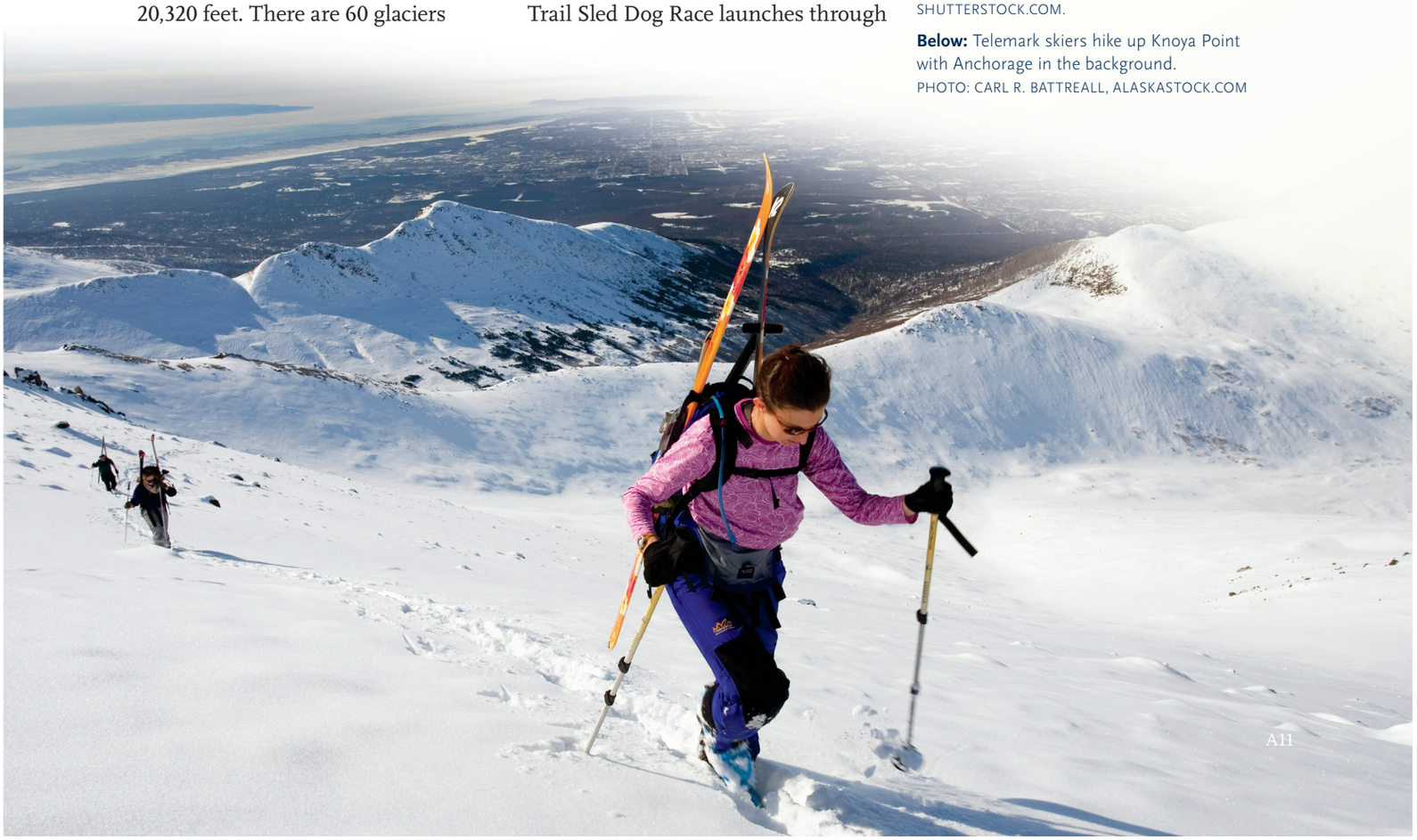
Diversity: More than 95 languages are spoken in Anchorage's schools.

Distinction: One of *U.S. News & World Report*'s "America's 10 Fittest Cities."



Above: A bull moose grazes near Anchorage.
PHOTO: LAURA LOHRMAN MOORE, SHUTTERSTOCK.COM.

Below: Telemark skiers hike up Knoya Point with Anchorage in the background.
PHOTO: CARL R. BATTREALL, ALASKASTOCK.COM

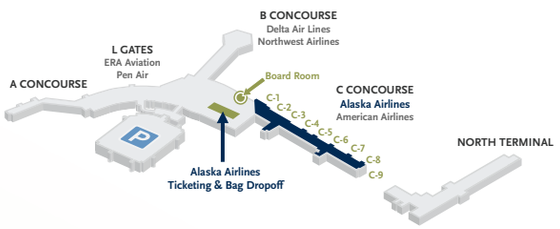


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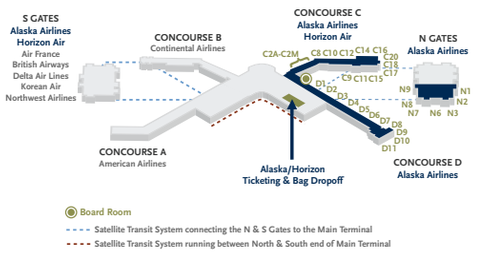
Helping you find your way

A quick guide to help you make easier connections.

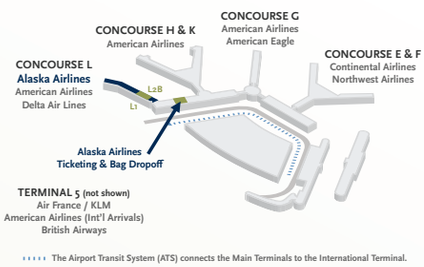
Anchorage International Airport (ANC)



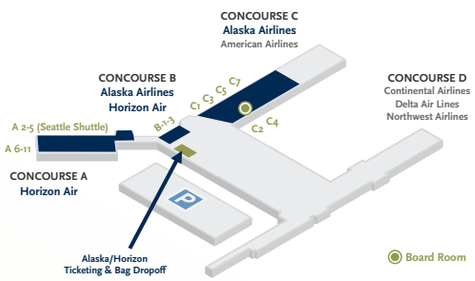
Seattle/Tacoma International Airport (SEA)



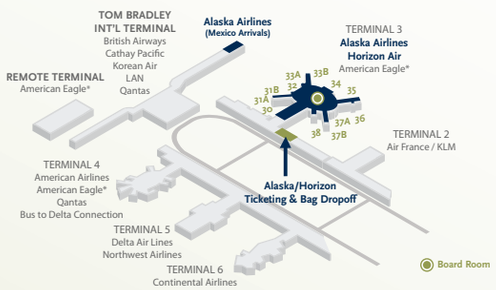
Chicago O'Hare International Airport (ORD)



Portland International Airport (PDX)



Los Angeles International Airport (LAX)



*American Eagle operates from a satellite terminal. Shuttle buses leave from Terminal 3 (Gate 39) and from Terminal 4.

San Francisco International Airport (SFO)



Helpful tips upon landing at LAX from Mexico:

- If necessary, clear all checked baggage through U.S. Customs.
- After clearing Customs, pack all duty free liquids securely in your checked baggage to avoid confiscation by the TSA. Then recheck your luggage with an Alaska Airlines Customer Service Agent at the baggage recheck area of the International Terminal.
- Proceed out of the building and go directly to the curbside.
- Turn left and take the UP escalator to the departure level.
- Continue in the same direction along the curbside to the departure level of Terminal 3 directly in front of you.
- Enter Terminal 3 at the Alaska Airlines ticket counter area and take the escalator up to the departure Gates 30 through 39.
- Average time from landing to Gate 30 is 60 minutes

Datos de ayuda a su llegada de México a Los Angeles:

- De ser necesario, pase por aduana de los EEUU con su equipaje documentado.
- Después de pasar aduana, empaque seguramente todos los líquidos que adquirió en la tienda libre de impuestos (duty-free) en su equipaje documentado para evitar ser confiscados por Seguridad (TSA). Después entregue su equipaje al agente de Alaska Airlines en el area para documentación de equipaje.
- Proceda afuera del edificio directamente hacia la acera.
- A su izquierda tome la escalera eléctrica al siguiente nivel.
- Continúe en la misma dirección por la acera hacia la Terminal 3 de salidas domésticas, justofrente a Usted.
- Al entrar a la Terminal 3, junto a los mostradores de Alaska Airlines, tome la escalera eléctrica que lo llevará a las salas 30 a la 39.
- El tiempo estimado para el recorrido hacia la sala 30 desde que usted aterriza, es de 60 minutos.

Helpful tips upon landing at SFO from Mexico:

- If necessary, clear all checked baggage through U.S. Customs.
- After clearing Customs, exit to the right through sliding glass doors.
- Pack all duty-free liquids securely in your checked baggage to avoid confiscation by the TSA. Then recheck your baggage with an Alaska Airlines Customer Service Agent at the baggage recheck point in the San Francisco International Terminal.
- Proceed directly down the hall and turn left to the connecting hallways leading to Domestic Terminal 1.
- Continue in the same direction and turn right at the signs for Gates 20–36 —Alaska Airlines uses Gates 20, 22 and 24.
- Average time from landing to Gate 20 is 40 minutes.

Datos de ayuda a su llegada de México a San Francisco:

- De ser necesario, pase por aduana de los EEUU con su equipaje que documentó.
- Después de pasar aduana, prosiga por la puerta de vidrio corrediza y a su su derecha.
- Empaque seguramente todos los líquidos que adquirió en la tienda libre de impuestos (duty-free) en su equipaje documentado, para evitar ser confiscados por Seguridad (TSA). Después entregue su equipaje al agente de Alaska Airlines en los mostradores, justo afuera de aduana en la Terminal Internacional.
- Proceda directamente al fondo del pasillo y de vuelta a la izquierda hacia los pasillos de conexiones de la Terminal Doméstica 1.
- Deberá llegar hasta donde se encuentran las indicaciones para las salas 20 a la 36. De vuelta a la derecha y deberá pasar por seguridad. Alaska Airlines usa las salas 20, 22 y 24.
- El tiempo estimado para el recorrido hacia la sala 20 desde que usted aterriza, es de 40 minutos.

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Customs and Immigration

Customs and Immigration forms are distributed by flight attendants during your flight. Prior to landing, complete all forms that pertain to you, following the tips below. Completed forms are presented immediately upon entering the International Arrivals building.

Las formas de Aduana y Migración son distribuidas por los sobrecargos durante el vuelo. Antes del aterrizaje en su destino final complete las formas correspondientes usando las indicaciones que se porporcionan a continuación. Las formas completas seran presentadas en la Terminal Internacional.

To the United States

U.S. Customs Declaration



Who must complete this form?
All travelers

Helpful tips
- One form per person or one per family with same address
- Lines 5, 6—If not using a passport, leave these lines blank
- Line 9—Enter "AS" for Alaska Airlines
- Sign at the "X"

Declaracion de Aduana

¿Quién debe completar esta forma?
Todos los pasajeros

Datos de ayuda
- Una forma por persona o por familia con la misma dirección
- Línea 5, 6—Si no tiene pasaporte, deje esta sección en blanco
- Línea 9—Use "AS" para Alaska Airlines
- Firme en la "X"

I-94 Arrival/Departure Record (white)



Who must complete this form?
All travelers who are using a Visa to enter the U.S.

Helpful tips
- One form per person
- Complete both Arrival and Departure portions
- Do not write on the back
- Keep the lower portion with your passport in order to exit U.S.

I-94 Registro de Llegada/Salida (blanca)

¿Quién debe completar esta forma?
Todos los pasajeros que usen Visa de turista para entrar a EE.UU.

Datos de ayuda
- Una forma por persona
- Complete las dos partes de la forma, Llegada y Salida
- No escriba en la parte de atrás
- Una vez sellada por migración, debe guardar la parte inferior de la forma para su salida de EE.UU.

I-94W Nonimmigrant Visa Waiver Arrival/Departure Form (green)



Who must complete this form?
Citizens of Argentina, Australia, Brunei, Japan, New Zealand, Singapore, Slovenia, Uruguay and all countries in Western Europe who are arriving without a U.S. Visa under the U.S. Visa Waiver Program

Helpful tips
- Remember to complete the back of this form
- Keep the lower portion with your passport in order to exit U.S.

I-94W Registro de Llegada/Salida Para "Visa Waiver" de No-Imigrante (verde)

¿Quién debe completar esta forma?

Ciudadanos de los países que están bajo el programa de "Visa Waiver" con Estados Unidos. Argentina, Australia, Brunei, Japón, Nueva Zelanda, Singapur, Eslovenia, Uruguay, y los países del Oeste de Europa.

To Canada



Flight Attendants distribute a combined Customs and Immigration form during your flight. Prior to landing in Canada, complete this form, which includes easy-to-follow instructions. Completed forms are presented immediately upon entering the International Arrivals building.

Los Sobrecargos distribuyen una forma combinada para aduana y migración. Antes de aterrizar en Canadá, llene esta forma que incluye instrucciones fáciles de seguir. Las formas completas serán presentadas inmediatamente al entrar al edificio de la Terminal Internacional.

To Mexico

Mexico Customs Declaration



Who must complete this form?
All travelers

Helpful tips
- One form per person or one per family with same address
- Section 6—It is not necessary to declare medicine for your personal use

Declaracion de Aduana

¿Quién debe completar esta forma?
Todos los pasajeros.

Datos de ayuda
- Una forma por persona o por familia con la misma dirección
- Sección 6—No es necesario declarar sus medicamentos de uso personal

FMT



Who must complete this form?
All travelers except permanent residents and citizens of Mexico

Helpful tips
- One form per person
- Visitors to Mexico complete top and bottom white portions
- Business travelers complete all white and green portions
- Line 8—Refer to state abreviation chart below. Choose the state where your hotel or residence is located
- Line 9—Write "birth certificate" if you do not have a passport
- Line 13—Enter "AS" for Alaska Airlines
- There are two boxes on the back that require your signature
- After you land, an Immigration Officer will stamp the form
- Keep the lower portion with your passport in order to exit Mexico

FME For Mexican Nationals (white with black lettering)



Who must complete this form?
Citizens of Mexico

FME Para Mexicanos (blanca con letras en Negro)

Quién debe completar esta forma?
Ciudadanos de México (Aun siendo residentes permanentes de EE.UU.)

Datos de ayuda
- Pasajeros de regreso a México, entregue la copia de la forma FME que lleno al salir de México
- Pasajeros residentes en EE.UU., llenar la forma FME y guardar la copia sellada por migración para salir de México

FME For Foreigners/Extranjeros (white with red lettering)



Who must complete this form?
Citizens of other countries who are permanent residents of Mexico

FME Para Extranjeros (blanca con letras en rojo)

¿Quién debe completar esta forma?
Extranjeros con residencia legal en México

Mexico State Codes

City / State	State Code
Cancún / Quintana Roo	QROO
Guadalajara / Jalisco	JAL
Ixtapa, Zihuatanejo / Guerrero	GRO
Loreto, La Paz, Los Cabos, San Jose / Baja Calif. del Sur	BCS
Manzanillo / Colima	COL
Mazatlán / Sinaloa	SIN
Mexico City / Distrito Federal	D.F.
Nuevo Vallarta, Bucerias and north / Nayarit	NAY
Puerto Vallarta, Mismaloya / Jalisco	JAL

Please use all capital letters with blue or black ink.

Por favor use letra mayúscula en tinta azul o negra.

Atlas A13.indd 115 12/10/09 5:39:56 PM

A guide for air travelers

The Federal Aviation Administration (FAA) and Alaska Airlines have set the following rules and regulations to assure your safety and comfort:

- Your seat belt must be fastened whenever the "FASTEN SEAT BELT" sign is illuminated. Keep your seat belt fastened at all other times in case of undetectable clear-air turbulence.
- Seat backs and tray tables must be in the upright, locked position during taxi, takeoff and landing.
- All carry-on baggage, laptop computers and electronic devices must be stowed under a seat or in an enclosed overhead bin upon boarding and prior to landing, as directed.
- Please use caution when opening an overhead bin, as items may have shifted.
- Customers are requested to use the lavatory in their assigned cabin and are required to do so on inbound international flights; exceptions may be made for customers with special needs.
- Prior to takeoff and landing, service items provided by Alaska Airlines must be picked up or properly stowed under the seat in front of you, in carry-on luggage that is properly stowed or in an overhead bin.
- Alcohol may not be consumed aboard an aircraft unless it has been provided by a flight attendant. No alcohol may be served to any person who appears to be intoxicated, or who is under 21 years of age.
- During taxi, takeoff and landing, all portable electronic devices and headphones must be turned off. Cell phones may be used while the boarding door is open until advised by your flight attendant that they must be turned off. The boarding door cannot be closed until all electronic devices are off. Upon landing, your flight attendant will advise when cell phone use is permitted. During flight, electronic voice communications of any kind (e.g., cell/VoIP calls) are prohibited. Your flight attendant will tell you when you may use approved portable electronic devices, such as cell phones/PDAs/two-way communication devices.
- Headphones must be worn when using electronic devices such as CD players, digEplayers, etc.
- The following equipment may never be used during flight: cell phones (in transmit mode), two-way pagers, radios, televisions, remote-controlled games or toys, cordless computer mouse, or global-positioning systems.
- Interference with crew members' (including flight attendants') duties is a violation of federal law. Under federal law, no person may assault, threaten, intimidate or interfere with crew members in the performance of their duties aboard an aircraft under operation. Penalties for crew interference include fines up to $11,000, imprisonment or both. An incident report may be filed with the FAA regarding a customer's behavior.
- Smoking is not permitted on any Alaska Airlines flight.
- Child-restraint devices must bear the FAA approval sticker.
- Seat-belt extension use is not allowed in exit rows for the safety of all passengers due to the possibility of entanglement by the extensions.
- Alaska Airlines prohibits the use of items that do not meet FAA Regulations or Company regulations. This includes the use of seat-belt extensions not provided by Alaska Airlines, devices that restrict the recline of seats, self-heating meals or beverages, air filters placed on overhead vents and personal air purifying devices.
- Pets must remain in carrier for entire flight. Carrier must be stowed for taxi, takeoff and landing.

Checked-baggage policies at Alaska Airlines and Horizon Air

Checked-baggage service charges

Alaska Airlines and Horizon Air now charge a $15 service fee for your first checked bag, a $25 service fee for your second checked bag and a $50 service fee for your third checked bag. First class, MVP and MVP Gold Mileage Plan members, unaccompanied minors, military personnel traveling on orders and passengers traveling to or from Mexico City and Guadalajara, Mexico, will not be charged for a first or second checked bag. Customers traveling solely within the state of Alaska also will continue to be allowed three free checked bags. Checked bags will be accepted up to 4 hours prior to the scheduled departure of your flight.

Size and weight limitations

Passengers traveling on Alaska Airlines and Horizon Air may check bags with a maximum dimension of 62 linear inches (length + width + height) and weight of up to 50 pounds.



Baggage Service Guarantee

Alaska Airlines is the first major U.S. carrier to implement a Baggage Service Guarantee. If your baggage is not at baggage claim within 25 minutes of your plane parking at the gate, you're entitled to a $25 Discount Code for use on a future Alaska Airlines or Horizon Air flight, or 2,500 Alaska Airlines Mileage Plan bonus miles. If we don't meet our 25-minute guarantee, simply see an Alaska Airlines or Horizon Air Customer Service Agent in the baggage claim area for your voucher.

Carry-ons

Carry-ons are limited to one bag, plus one personal item such as a purse or laptop computer. Each item must measure no more than 10" x 17" x 24" (51 linear inches). In order to ease the boarding process and keep everyone on schedule, place carry-on bags in overhead bins, wheels down and "facing you."

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Atlas A14.indd 116 12/10/09 5:40:08 PM

FROM PAGE 97 years, with the help of her husband of 45 years. However, as Lynn's mother's Alzheimer's worsened, Lynn helped move her parents from Maine to the Seattle area in the fall of 2008 in order to better help with her mother's care. Within months of moving, her mother fell and fractured her pelvis, at which point her mental deterioration intensified.

While everyone experiences Alzheimer's differently, for Lynn's mother the loss of cognition caused extreme anxiety. And as she became more frightened, it became difficult to adequately care for her. Finally, in October, the family decided to move her to an Alzheimer's community. They chose Harbor House Alzheimer's Care Community, a special-care facility in Poulsbo, Washington, that currently houses 48 residents. Operated by Northwest Care Management Inc., Harbor House uses the Gentlecare approach, a program designed to improve the quality of life for people with Alzheimer's and dementia by supporting them rather than challenging them. Many of Harbor House's employees have worked there more than 12 years and seem to genuinely enjoy their jobs, which was essential to Lynn.

"The hardest part about moving Mom to a facility," Lynn says, "is that my father felt like he was somehow failing her, or shirking his duty in taking care of her. He's been such a good husband to her."

Lynn's father is able to visit daily and still be a part of his wife's everyday life. "While it's been hard," Lynn says, "we've never doubted for a millisecond that we made the right decision."

Aging is a given. How we age is not. But luckily, we have many options for where we live and how we will be taken care of as we progress through our lives.

"Although there are no rules on how to [make living decisions]," Teri says, "there's nothing wrong in investigating your options before you need them so you don't have to deal with them in a crisis." And within those living options, the choices are as individual and varied as those of us making them. ▲

Freelancer Dana Thompson lives in Seattle.

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Puzzle on page 118.

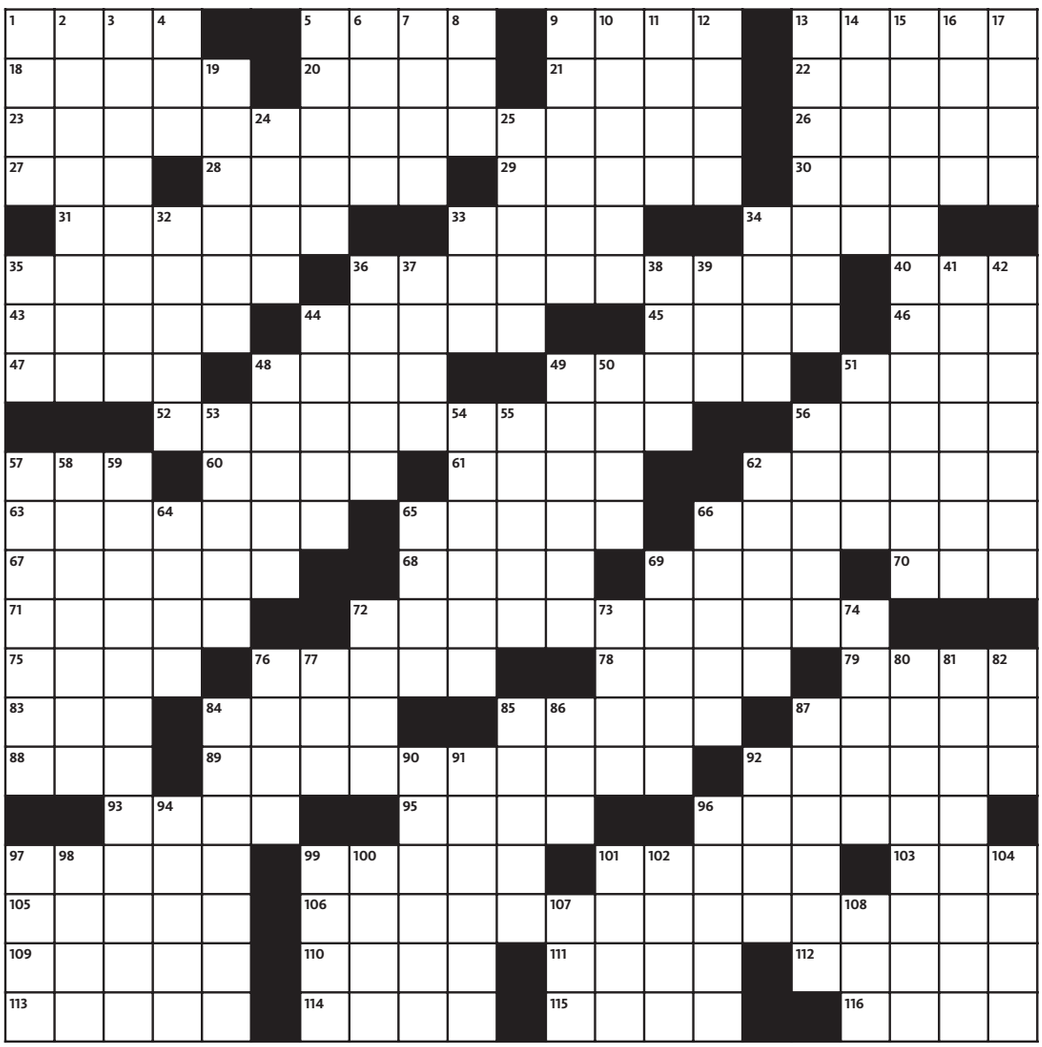
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ACROSS

1 Present!
5 Julie Andrews movie
9 Fenway souvenir
13 Husbands
18 Affirms
20 Cadence
21 Sector
22 Flooded
23 Possess a beef
26 Packsaddle cover
27 Falstaff quaff
28 ___ *di Lammermoor*
29 Obeyed reveille
30 Book of the Bible
31 Genteel
33 Is in hock
34 Cloy
35 Loom pieces
36 Curlew, for one
40 *Cats* poet's monogram
43 Eared seal
44 Indices
45 Wellaway!
46 Break the tape
47 Liquefy
48 Cooking herb
49 Proofreader's mark
51 Jam
52 Sharp-featured visage
56 Con game
57 Bro's counterpart
60 Two left ___
61 Level, in London
62 Newsman Vanocur
63 Fomented
65 Malodorous
66 Synagogue singers
67 Magazine head
68 *My People* author
69 Ego
70 Petite
71 Cellist's need
72 City on Great Slave Lake
75 H. ___ Perot
76 Name in china
78 River landmasses
79 Eat ___
83 Orinoco tributary
84 The Great Compromiser
85 Placates
87 Freshman cadet
88 Lat., once
89 Arkansas athletes
92 Tracked down
93 Not busy
95 Every's partner
96 Moped
97 Ersatz things
99 Core
101 Music hall
103 Named-the-same grandson notation
105 Excludes
106 *Soul on Ice* author
109 Hidden store
110 Nautical position
111 Paella pot
112 Tableau
113 Readied the presses
114 Grease
115 "Harold ___"
116 Humanities

DOWN

1 Sunk fence
2 Grade
3 Turnabout
4 Prior to, to Prior
5 Michener title
6 Type of dancer
7 Official deeds
8 Collectible auto
9 Oil unit
10 Songlike
11 Viewing glass
12 Fill the hull
13 Mice and men
14 Pend
15 Architecture feature
16 Como ___ usted?
17 Persian ruler
19 Stipend
24 Pointed buoys
25 Stares wide-eyed
32 Ship's mooring
33 Tenth mo.
34 Flap violently
35 Budget shtge. time
36 Spectacle
37 Dawning phrase
38 Empty
39 O'Neill play
41 Unfeigned
42 Approve
44 Put punch in the punch
48 Range ranger
49 Sharon Stone film
50 Scored 100 on a test
51 Baseball ploy
53 Scottish river
54 Musical clef
55 Deadly
56 Canadian national park
57 Chains of mountains
58 Under a roof
59 Swimming motion
62 Cum grano ___
64 "How sweet ___!"
65 Stoke
66 Small change
69 Reads quickly
72 Spool toy
73 Be a pedestrian
74 Showy display
76 Cabbage salad
77 Poet Octavio ___
80 Certain gridder
81 Servile
82 Meld
84 Went over
85 Prickly plants
86 German exclamation
87 Dried fruit
90 Library patron
91 Prohibited
92 Dupe
94 River of forgetfulness
96 Praline nut
97 Points of interest
98 ___ *Called Horse*
99 Mend
100 First name in jazz
101 Eye lasciviously
102 Take out
104 Tantrum causes
107 Hi and Lois' daughter
108 Summer sleep-away gp.

Solution is on page 117.

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Dramatic northern lights flash in the winter sky over Portage Lake and the Chugach Mountains, near Anchorage, Alaska.

Daryl Pederson / AlaskaStock.com

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AAM 01.10 Cover.indd 1 12/15/09 11:27:41 AM

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BONUS CASH.....$1,500

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*Audi of America, Inc. defines competition as automatic transmission versions of the 2010 Audi A4 2.0T quattro, and the 2010 BMW 328xi and Mercedes-Benz C300 4MATIC. "Bigger" based on manufacturer-published dimensions. "Faster" based on independent, AMCI Certified 0-60 mph testing of 2009 A4 2.0T quattro and competitors' 2008 models. Manufacturer-published performance specifications remain unchanged for competitors' 2010 models. "More fuel-efficient" based on EPA highway fuel economy estimates for each model; 27 highway mpg for A4 2.0T quattro automatic. Your mileage will vary. "Audi," "A4," "quattro" and the four rings and Audi emblems are registered trademarks of AUDI AG. "Truth in Engineering" is a registered trademark of Audi of America, Inc. ©2009 Audi of America, Inc.

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AAM 01.10 Cover.indd 5 12/15/09 11:28:00 AM

Meetings 2010

A special section of
Alaska Airlines Magazine
and *Horizon Air Magazine*
January 2010



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If You Meet Here, They Will Come.

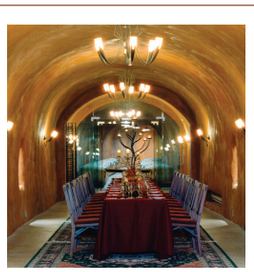
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Meetings 2010

M4 **Personal Touch**
The value of face-to-face interaction in the digital age.
| *By Michele Whitehead*

M10 **Working in Concert**
Orchestrating your group for a successful destination meeting.
| *By Iyna Bort Caruso*

M18 **Resource Listings**
A guide to convention and visitors bureaus across the route system.

Cover: Fancy / Alamy.

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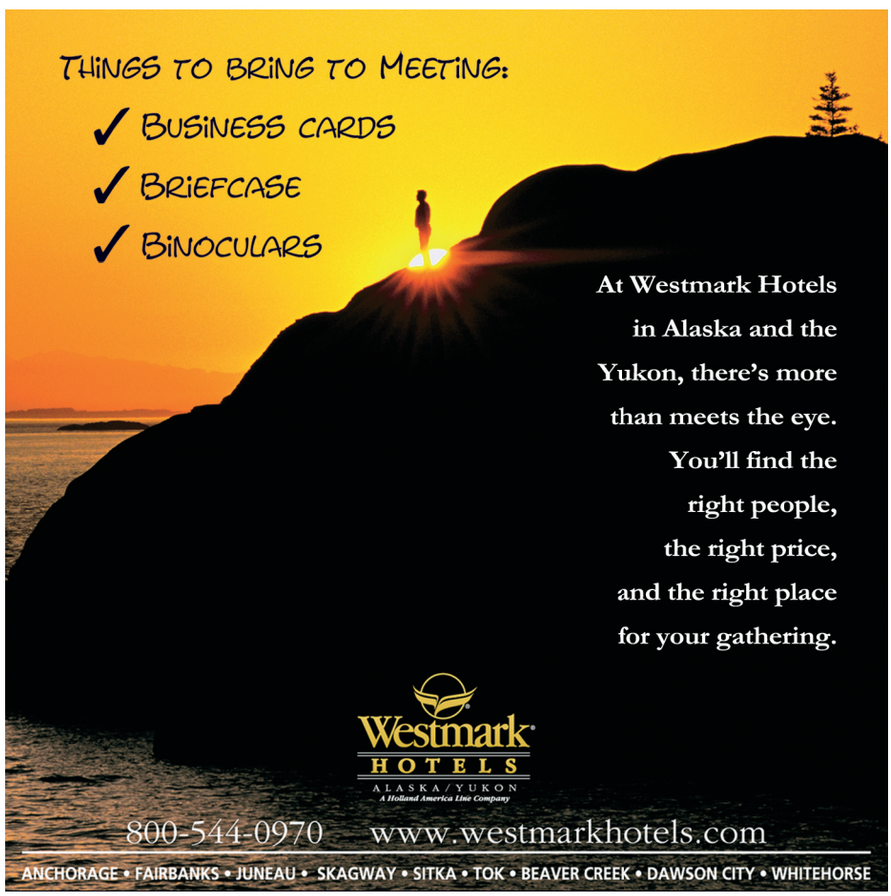
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JOSE LUIS PELAEZ / GETTY IMAGES



Personal Touch

THE VALUE OF FACE-TO-FACE INTERACTION IN THE DIGITAL AGE | BY MICHELE WHITEHEAD

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"IT HAS ALWAYS SEEMED to me the real art in this business is not so much moving information or guidance or policy five or ten thousand miles. That is an electronic problem. The real art is to move it the last three feet, in face-to-face conversation," said legendary broadcast journalist Edward R. Murrow, as head of the U.S. Information Agency in the early 1960s. Since Murrow's era, technological advances have continued to revolutionize the way we communicate, transmit information, define "community" and connect people over long distances. E-mail irrevocably altered the written form. And online social-media sites such as Facebook, LinkedIn and Twitter allow us to communicate with people—clients, a network of business contacts, that long-lost college roommate—we may never have reached otherwise.

But as useful as these avenues can be, they can't replace the superior quality of personal interactions. When a nation, a business or an individual hopes to build rapport or solidify a relationship, to negotiate or convey potentially sensitive information, face-to-face communication is still an invaluable tool.

"There is no substitute for interpersonal communication in giving a person the best opportunity to influence and change attitudes," says Nancy Snow, associate professor of public diplomacy at Syracuse University's S.I. Newhouse School of Public Communications. What works on the world stage—President Obama traveling to China to establish rapport in a face-to-face summit, Carter brokering the 1978 Camp David Accords between Israel and Egypt—also translates to the personal and business realms.

In fact, a Forbes Insights study, "Business Meetings: The Case for Face-to-Face," surveyed 760 business executives in June 2009 about the method that was most conducive to fostering a certain action or outcome.

"Throughout, executives preferred face-to-face meetings when the decision-making process was fluid, requiring the kind of give-and-take typical of complex decisions and sales," the study reports. "For example, respondents said face-to-face meetings are best for persuasion (91 percent), leadership (87 percent), engagement (86 percent), accountability (79 percent) and decision-making (82 percent). When Web-, video- and teleconferences were preferred, it was generally for the dissemination of data or when time was of greater concern."

"The new media we have are vehicles of convenience by which we make and keep personal contacts," Snow says. "But anyone who falls in love with these technologies *more* than the personal exchange will hurt the bottom line."

The face-to-face difference

Clarity is one reason face-to-face is still such an important social interface. Technology can be deceptive, because e-mail, instant messaging, the telephone and even videoconferencing do not provide the participants with as many cues. Who hasn't misinterpreted the tone of an e-mail?

During an in-person conversation, the individuals are processing verbal and nonverbal nuances—such as handshakes, eye contact, tone of voice, appearance (dress, hairstyles), gestures and facial expressions—allowing them to form a fuller understanding of each other.

"With written communication, it's hard to gauge how you come across," says Dianna Booher, author of more than 40 books on communication and CEO of Booher Consultants in Fort Worth, Texas, which offers training in oral, written and interpersonal communication. "When you speak in person, you have the chance to see reactions, give feedback and make sure you're understood," Booher explains.

Face-to-face interactions also offer the best opportunities for communicating emotions, such as

OPPOSITE: Face-to-face meetings facilitate more precise communication, because individuals can interpret nonverbal cues, express emotion and see how others respond.

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empathy and excitement. After all, you can add only so many exclamation points to convey enthusiasm in an e-mail. Neither typography nor emoticons can foster the same warm connection as being present with someone. Indeed, the dynamism of a live, in-person interaction stimulates creativity and innovation, too.

Gail Palmer has seen this marvel firsthand, both within her own trade organization and while observing clients at the events that she plans. Palmer is a client-services manager at Art Services North, an event-production company based in Anchorage, Alaska; she is also the president of the state chapter of Meeting Professionals International (MPI), the meeting-and-event industry's largest trade organization.

Members of the Alaska chapter are spread out across the state, so the MPI group usually convenes via Web-conferencing, with a local meet-and-greet event every three months. It is those face-to-face meetings that are most productive.

"There's a creative energy when you're in the room with people—sparks fly," Palmer says. "One idea triggers another, and you've accomplished in 10 minutes what would have taken 30 minutes by e-mail."

Even videoconferencing—the technology that likely comes the closest to mirroring face-to-face interaction—is no substitute. Delays in transmission can interrupt the flow of a conversation, and the palpable energy of an exchange is lost.

This has implications for teams attempting to collaborate remotely. "The way a group comes to a new level of understanding is they 'cast out' what they know to others at the meeting—on a whiteboard or by talking," explains Mark Greiner of Steelcase, a Grand Rapids, Michigan–based company that designs office-space products such as furniture and interior architecture.

As vice president of its WorkSpace Futures group, he studied how people work and interact in their physical office environments. Through this work, he concluded that the co-creative nature of today's jobs necessitates a huge amount of sharing.

"The dance of ideas between individuals is how innovation occurs," Greiner says.

Building rapport and trust

Being able to put a face with a name, bonding with colleagues between conference sessions, sharing a laugh, breaking bread with clients over dinner—all these interactions build rapport and strengthen social relationships in a way that is simply not possible with computer-mediated communication.

"Face-to-face interaction builds trust," contends Booher. "That's why salespeople climb on a plane and fly halfway around the world to deliver a proposal and talk eye to eye when they could have e-mailed the same document."

Paul Herrerias knows the power of forging bonds with colleagues over a meal. In fact, he's made a 30-year career out of networking—as an executive recruiter who is currently managing director for the Northern California office of the Stanton Chase International executive-search firm. But it's his experience with the breakfast networking group he started in Marin County, California, seven years ago that has driven home the importance of relationship building.

At one point during the depressed job market of 2002, he had 20 CEOs contact him for leads.

The Art of Face-to-Face Communication

"Communication is an art. We go to a gym to work our muscles, but we haven't been taught to exercise our communication skills," says Robyn Hatcher, owner of SpeakEtc., a presentation-skills-training company in New York City.

"Talking is one thing. Communication—truly reaching and engaging people—is another," says Hatcher. For example, things that appear simple—such as the initial handshake and greeting—are very significant. Her tips for becoming a more confident and persuasive communicator include the following:

STYLE: Be sensitive to and adapt to varied communication styles. "If you believe your communication style is the only way, it will cause friction," Hatcher says.

EYE CONTACT: Work on achieving a good balance. Too much (more than 10 seconds) feels either intimate or intimidating. Too little, and your audience may not trust you.



HANDSHAKE: Hatcher is surprised how often she gets limp or halfhearted handshakes. "I've gotten handshakes from very serious businesspeople who only grab the ends of my fingers." Ideally, handshakes should be firm, connecting at the V in the thumb area.

STANCE: Feet should be hip-distance apart; knees should be slightly bent and you should be leaning slightly forward: "This position conveys a visual sense of confidence," Hatcher says.

VOCAL CUES: It's not just what you say, but *how* you say it. By varying your pitch and articulation, you can indicate which words are the most important in your message. People will tune out a monotone presentation.

PAUSES: Learn to love the pause (of about four seconds). "Give the listener space to take in your message," encourages Hatcher. "Otherwise, you'll seem less connected to your listener—they'll feel like they're being talked at, not talked to." —*M.W.*

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ROI of Business Travel

For every dollar invested in business travel, companies realize $12.50 in incremental revenue.

Executives and business travelers estimate that 28 percent of current business would be lost without in-person meetings.

Executives and business travelers estimate that 40 percent of their prospective customers are converted to new customers with an in-person meeting compared to 16 percent without such a meeting.

More than half of business travelers stated that 5–20 percent of their company's new customers were the result of trade-show participation. —*M.W.*

Source: "The Return on Investment of U.S. Business Travel" study, released September 2009, sponsored by the U.S. Travel Association and Destination Marketing Association International, and conducted by global research firm Oxford Economics USA. Three hundred corporate executives were surveyed in May 2009. To test their perceptions, a parallel econometric analysis (covering 14 economic sectors over a span of 13 years) was conducted to assess the overall impact of business travel on financial performance. Econometric analysis and surveyed executives confirmed a similar magnitude of business travel ROI.

Instead of staring helplessly at the growing pile of résumés on his desk, Herrerias suggested they all get together in one room to potentially help each other find work. So a group of 13 started convening once a month for breakfast at Il Fornaio restaurant in Corte Madera.

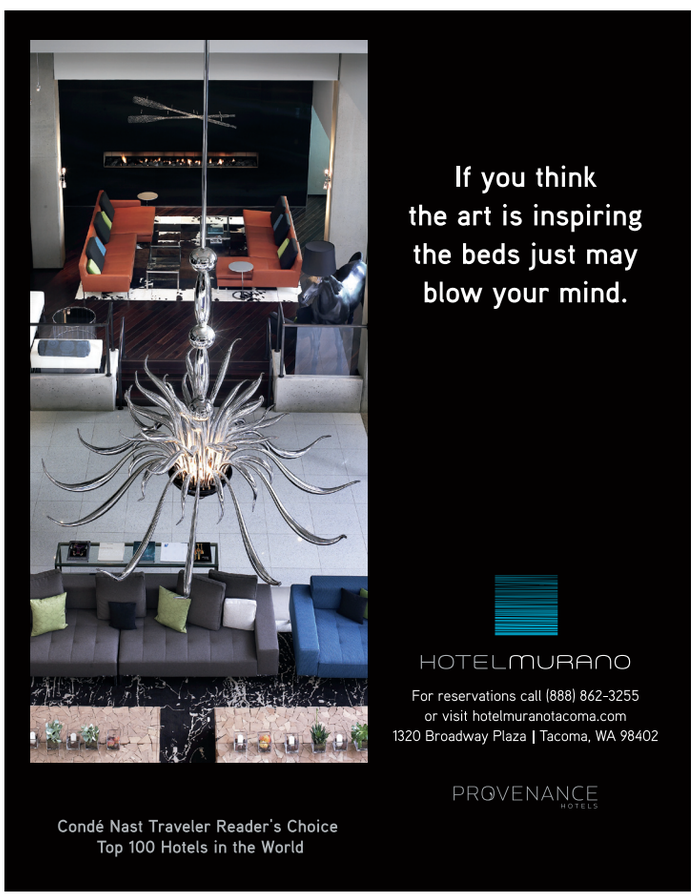
"Because of the social relationships that formed, it expanded in scope," Herrerias says. What started as a way to share job leads morphed into a forum for recruiting board members, finding employees or securing investors. Though attendees have come and gone over the years, the group is still about 20 strong.

The in-person aspect of their meetings allows them to show tangible prototypes to each other or even practice a pitch to investors. Though they use Yahoo and LinkedIn groups to facilitate meeting times, it's the personal nature of the get-togethers that has members from around the Bay Area gathering for breakfast each week.

Business travel yields returns

While much of the value of face-to-face communication is intuitive, can business leaders assign a dollar value to this form of interaction? That was the question that guided "The Return on Investment of U.S. Business Travel" study, released in September (see sidebar, ROI of Business Travel).

Sponsored by the U.S. Travel Association and Destination Marketing Association International,





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and conducted by global research firm Oxford Economics USA, the study evaluated the relationship of business travel to company performance.

According to the study, "The results of this collective analysis show a robust and irrefutable relationship between a company's investment in business travel—including internal meetings, trade shows, conferences, incentives and sales—and its profitability."

"There are technological options available, but there's still a competitive advantage to meeting face-to-face," says Adam Sacks, managing director with Oxford Economics. "If your competitor is out there networking, building relationships and investing in their people, providing that added level of support to prospects or clients—they're going to win. That's something companies need to consider when setting their travel budgets in a given year."

Mike Wooden, senior vice president of Affiliated Computer Services (ACS), learned the value of bringing colleagues and prospective clients together when he hired Ad Hoc Communication Resources of Las Vegas to plan two executive roundtables last year.

ACS, an international company that specializes in business-process and information-technology solutions, wanted to spark a conversation about managing mobile devices. So Ad Hoc planned the events—one in Las Vegas and one in London. They timed them both to coincide with major trade shows, and invited 50 top IT CIOs to attend.

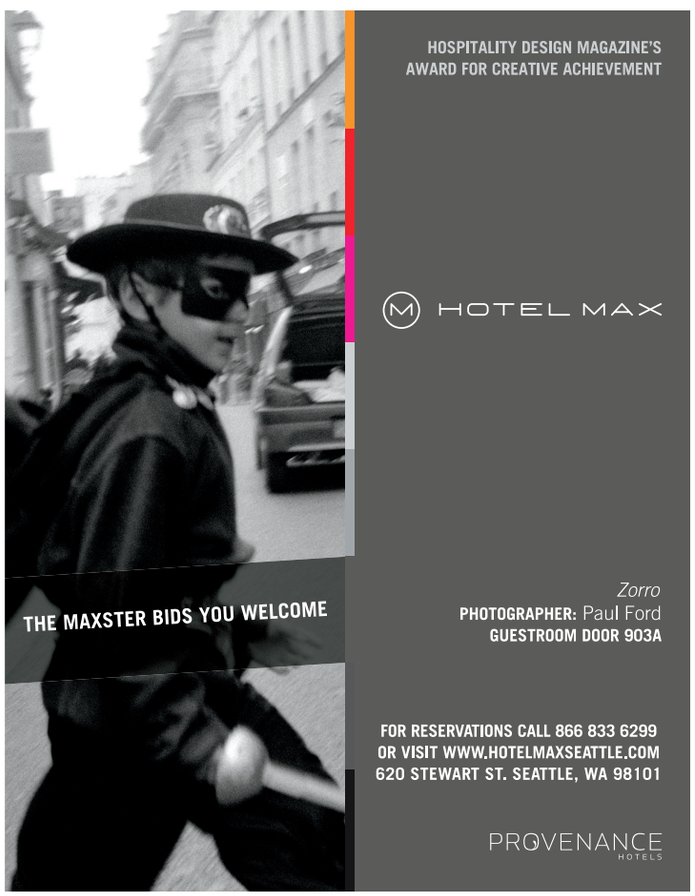
The events not only built valuable business relationships but also resulted in sales opportunities, brought to light the key issues and solutions being discussed in the IT sector, and gave executives a chance to talk with their peers.

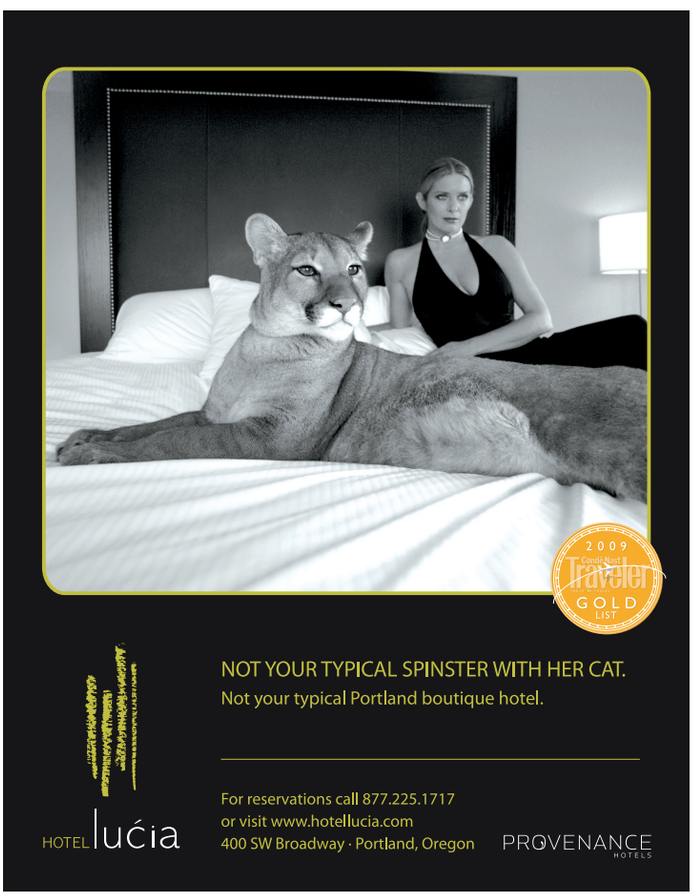
"We have had existing clients walk away [from the roundtable] saying, 'I had no idea you guys did all of these things or had this kind of thought leadership.' It expands the view of ACS with our existing clients," Wooden says. "It would have been impossible to accomplish our goals with other forms of communication; people get flooded with white papers. We're getting people in the room to exchange ideas, and ACS got valuable ideas about what we should offer or how to tweak what we're doing."

The program was successful enough that ACS is hosting two more executive roundtables this year—on utilizing social media—in Las Vegas to coincide with January's Consumer Electronics Show, and in Barcelona, Spain, in February.

"Only connect!" proclaimed author E.M. Forster in the epigraph to his novel *Howards End*. Our digital age affords a multitude of ways to do so—not least of which is that original "social medium," face-to-face interaction. **m**

Michele Whitehead is a freelance writer and editor based in Seattle, Washington.





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Working in Concert

ORCHESTRATING YOUR GROUP FOR A SUCCESSFUL DESTINATION MEETING | BY IYNA BORT CARUSO



ANTENNA / GETTY IMAGES

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YOU'RE IN SEATTLE. Your company conference is in Chicago, and you have 60 people you need to fly there for the event. The CEO has charged you with ensuring that everything goes off without a hitch.

Executing a flawless meeting is a tall order under the best of conditions. When an off-side venue is not just across town but in another city, the pressure soars. You can't just go down the hall to the conference room when a logistical question arises or walk to a cross-town venue to see how plans are progressing. Working from afar and relying on a remote support staff demands an artful balance of organization, management and delegation.

Whether your budget is limited to do-it-yourself planning or you have the resources to hire a destination planner, you can make all the arrangements even without a home-court advantage.

Of course, if you're handling the details yourself, nothing beats the value of a site survey when considering a choice of venues. Scout out the seating arrangements, the floor plans and how the site staff manages organizational issues, such as group registration and coffee breaks. Going through the process will also give you a chance to judge the accessibility of the property. Is an airport within a reasonable distance, and is ground transportation readily available? Is the site close to restaurants or recreational activities for between-meeting R&R? How extensive are the business-center offerings?

Greg Jenkins, partner at Bravo Productions, a planning, design and production company in Long Beach, California, regularly works with clients to stage meetings in cities throughout the United States. He conducts site inspections six months to a year in advance. Allowing yourself ample lead time is critical in long-distance planning, he says.

To facilitate the planning process, you could also request a virtual tour, says Leigh Trapp, vice president of marketing at AboutFace Corp., a customer-experience-strategy company in Atlanta, Georgia. "I've found it's essential to have someone shoot pictures and video of the location and facilities so that I have a great sense of the space as I work on session design layout," she says. It also helps to know exactly what attendees will experience from the minute they walk into the lobby. Many facilities have electronic floor plans and online photo galleries, but a personal visit, video and 360-degree images give organizers the contextual pictures they need for pinpoint planning.

Once you've selected the site, communication among team members becomes paramount. Make sure everyone is in sync by setting up conference calls with the venue's team, including audiovisual, catering, security and guest-services personnel.

Trapp creates a detailed production notebook for every meeting she plans. "I share this notebook with our staff and with everyone involved so that we're always on the same page. Planning is the key to doing events off-site, and we leave no detail to chance."

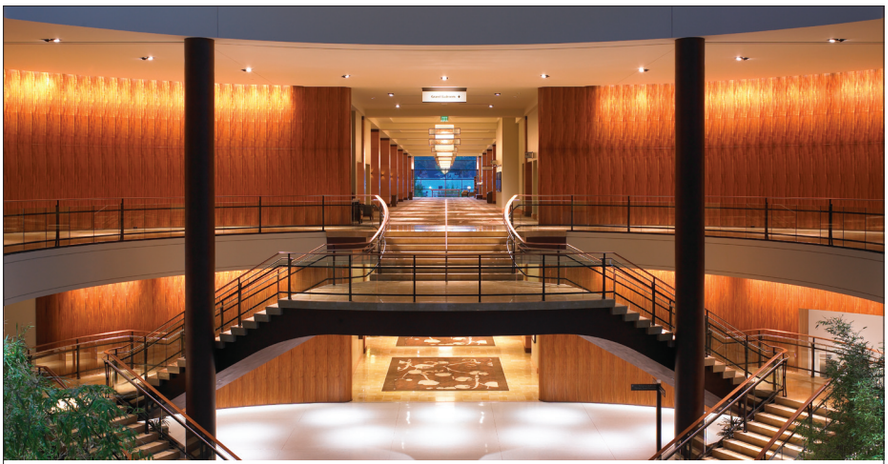
According to Trapp, a great production book includes design elements that detail the layout and specifications of each session room; job descriptions for each team member; information on audio-video and other support services; pre-production timetables; and real-time logistics timetables for the meeting itself that cover setup, session flow and food-and-beverage operations. "Any time spent floundering can really be expensive," she says. "And of course, we always have contingency plans put in place in advance."

Experts such as event strategist Melissa Lagowski with Big Buzz Idea Group, an event management and meetings planning firm in Chicago, recommend arriving in the host city a few days or even a few weeks early to begin prepping and meeting with the staff.

"As guests start arriving, there are inevitably more demands on the organizer's time," Lagowski says. "Organizers having this extra time to themselves [in advance] will help create a more seamless event."

OPPOSITE: Clear communication from leadership, including details about the site, meeting sessions and responsibilities of each team member, will allow everyone to work effectively to accomplish mutual goals.

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No matter how prepared you are, anticipate road bumps. Create a resource list of nearby services just in case. Limited cell reception in the conference room? Have the address of a nearby electronics store with late-night hours for walkie-talkies. Need more handouts for last-minute attendees? Make sure your list includes a 24-hour print shop.

IF YOUR TIME on the ground is limited by budget or scheduling constraints, it may be more efficient to hire a meeting planner based in the destination city. It's often in a company's best interest to use an on-site resource, because every location has its quirks and wild cards. What's more, a local meeting planner will know about conflicting local events that you might want to avoid if your meeting will not be held in a single facility, says Lagowski.

> Look for a venue that has an in-house team that's detail-oriented, creative and flexible.

"As an example, downtown Chicago was a little chaotic the day that Oprah Winfrey was shooting her Black Eyed Peas concert on Michigan Avenue," Lagowski says. "If your group's dinner reservation was right in the middle of that block on Michigan Avenue, you might have had trouble getting your guests there easily."

She recalls another time a group planned an event in a rural location. "The group was used to urban environments where dinners are generally served until 11 P.M., midnight or later." But when they ran late and arrived at their destination restaurant at 9:30 P.M., the group was surprised to find out the kitchen was closed for the night, Lagowski says. "With group outings, there are always surprises. A local event resource will help leverage local contacts to their client's benefit and minimize any inconvenience to the group."

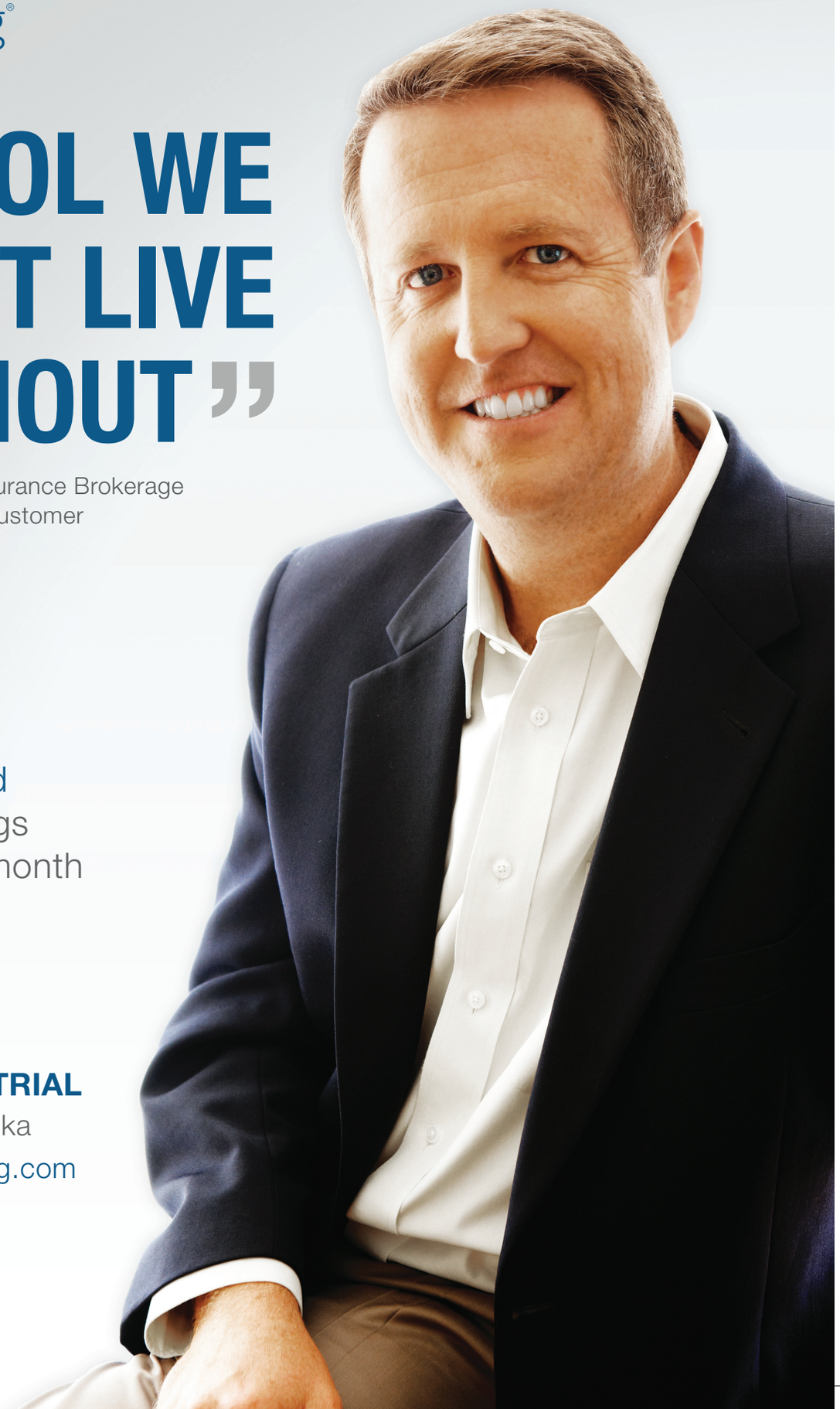
To find the best resource in an unfamiliar city, Bravo Productions' Jenkins suggests checking with local companies that belong to your professional associations. Ask colleagues for referrals and contact the local convention and visitors bureau to review its recommendations. "CVBs are terrific," says Jenkins, who recently

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enlisted the assistance of the local bureau to plan a meeting in Washington, D.C. "While we weren't totally unfamiliar with that part of the country, we still didn't know it like our own backyard. CVBs know the resources in the area, and their expertise can help you navigate faster."

Says Jenkins, "Once we begin working with a [planning] associate in another city, we provide them with all of the necessary details to execute their role in the production, review our client's expectations, and develop an ongoing rapport and means of communication."

Another benefit of using a local planner? They work hard to cultivate specific vendor relationships and can pass discounts on to the end user, potentially saving a firm a significant amount of money.

ANOTHER OPTION for remote meeting planning is to book a facility with extensive support services that can handle the

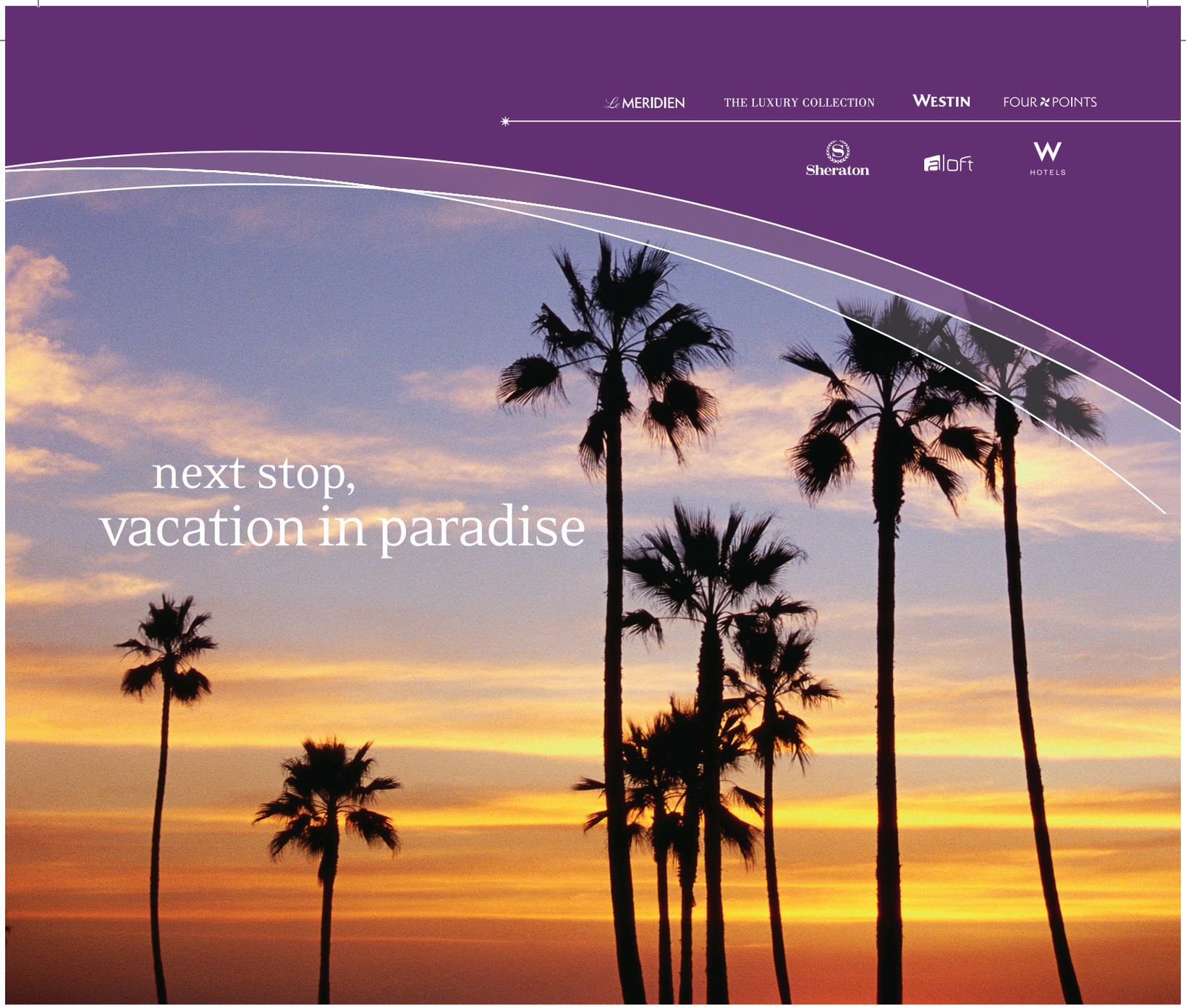
> Think you've covered all the bases? That's the time to ask one more question: What *else* does the venue's event team need to make sure the meeting goes smoothly?

lion's share of coordination and execution. In planning smaller meetings, time away from the office may simply not be productive. A caveat: Not all host cities are created equal. Some, such as Las Vegas, New York, Orlando and Washington, D.C., have extensive resources. Smaller cities may or may not have the infrastructure.

Find a venue that has an in-house team that's detail-oriented, creative and flexible. "When you're working off-site, there are inevitably things that have to be adjusted at the last moment, and having an event-planning staff on-site that responds quickly and that is in tune with your needs is essential," says Trapp. "Half of our planning criteria involves choosing venues that have exceptional staffs on-site."

The staff at the Renaissance Orlando at SeaWorld in Florida, for instance, often

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works long-distance with event planners. Gary Dybul, director of sales and marketing, says 70 percent of the meetings held there are companies based outside the state, and 99 percent are based outside Orlando. The Renaissance Orlando has more than 185,000 square feet of flexible meeting and event space, and hosts executive retreats for as few as 10 and conferences for more than 2,500.

Rule No. 1, Dybul says: Tell the venue's convention staff your objective. "It's critical from a hotel perspective. If we don't know the desired outcome of an event, it's hard to accomplish the client's goal."

You should expect members of a seasoned on-site team to ask a lot of questions so they get the information they need to carry out a successful event. And keep the channels of communications flowing both ways. Dybul says that when a planner is delegating from afar, "overcommunication" is essential. There's simply no such thing as providing too much information to the on-site staff. Think you've covered all the bases? That's the time to ask one more question: What *else* does the venue's event team need to make sure the meeting goes smoothly?

Throughout the process, the venue will need a point of contact with 24-hour availability. Dybul says that from his perspective, the contact is someone who can make decisions quickly if need be, including in the pre-planning stages and especially the day-of. "Things change. Speakers run late. Sessions break early. Meals are planned around that, and the kitchen, for example, needs time to make the adjustments."

Request and schedule regular debriefing sessions to stay engaged and informed. If you're planning a multiday conference, hold your debriefings with the on-site staff on a daily basis—at least. That way you'll never be caught by surprise, and you'll be better positioned to react to changes and challenges that inevitably arise.

THE FINAL IMPORTANT STEP in the meeting-planning process is the one that happens after the attendees are back in their offices: the post-meeting evaluation. Solicit feedback from attendees and gather team members, both internal and outsourced, for a thorough review of the event. When you understand what worked and where there's room for improvement, you'll know exactly where the opportunities are to raise the bar the next time. **m**

Iyna Bort Caruso is a freelance writer in Rockville Centre, New York.

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Quick Guide To Meeting Facilities

	Facility	Guest Rooms	Rates	Meeting Rooms	Sq Ft Capacity	Banquet Capacity	Restaurant	Contact
Alaska	**Anchorage Convention & Visitors Bureau** 524 W. Fourth Ave., Anchorage, AK 99501	8,700	$59-1,500	24	245,000 sq. ft.	3,240		888-257-2381/Julie Dodds www.anchorage.net/meet
	Centennial Hall Convention Center 101 Egan Drive, Juneau, AK 99801	900	$79-595	7	20,000 sq. ft.	600		907-586-5283/Ken Hill www.traveljuneau.com
	Fairbanks Convention & Visitors Bureau 101 Dunkel St., Suite 111, Fairbanks, AK 99701	4,000	$59-780	9	30,000 sq. ft.	1,000		907-457-3282 www.explorefairbanks.com
California	**Sonoma County Tourism Bureau** 3637 Westwind Blvd., Santa Rosa, CA 95403	11,000+	$84-400+	63+	103,886+ sq. ft.	1,000+	YES	800-576-6662/Mark Crabb www.sonomacounty.com
Oregon	**Hotel deLuxe*** 729 S.W. 15th Ave., Portland, OR 97205	130	$119-339	3	1,772 sq. ft.	80	YES	866-895-2094/Sarah Bohlin www.hoteldeluxeportland.com
	Hotel Fifty 50 S.W. Morrison St., Portland, OR 97204	140	$149-299	1	850 sq. ft.	125	YES	503-484-1402/Chris Warlick www.hotelfifty.com
	Hotel Lucia* 400 S.W. Broadway, Portland, OR 97205	127	$129-749	2	2,030 sq. ft.	130	YES	503-205-2045/Olivia Olson www.hotellucia.com
	Inn @ Northrup Station 2025 N.W. Northrup, Portland, OR 97209	70	$109-199				NO	503-224-0543/Lisa Vinavong www.northrupstation.com
Washington	**Cedarbrook Lodge** 18525 36th Avenue S., SeaTac, WA 98188	110	$109-299	15	15,000 sq. ft.	225	YES	206-901-9268 www.cedarbrooklodge.com
	The Heathman Hotel Kirkland 220 Kirkland Avenue, Kirkland, WA 98033	91	$169-1,200	4	2,500 sq. ft.	150	YES	425-284-5800/Kelly Smith www.heathmankirkland.com
	Hotel Ändra* 2000 Fourth Avenue, Seattle, WA 98121	119	$229-2,500	3	3,650 sq. ft.	180	YES	206-448-8600/Sales Department www.hotelandra.com
	Hotel Max* 620 Stewart St., Seattle, WA 98101	163	$119-329	1	280 sq. ft.	14	YES	206-374-7710/Carolina Pino www.hotelmaxseattle.com
	Hotel Murano* 1320 Broadway Plaza, Tacoma, WA 98402	320	$139-469	15	28,000 sq. ft.	980	YES	253-591-4135/Tom Ebner www.hotelmuranotacoma.com
	Hyatt Regency Bellevue 900 Bellevue Way N.E., Bellevue, WA 98004	733	$109-379	36	70,000 sq. ft.	1,500	YES	425-698-4250/Kristi Kosmata www.bellevue.hyatt.com
	Muckleshoot Casino 2402 Auburn Way S., Auburn, WA 98002			5	12,000 sq. ft.	700	YES	800-804-4944 ext. 2433/Richard King www.muckleshootcasino.com
	Northern Quest Resort & Casino 100 N. Hayford Rd., Airway Heights, WA 99001	250	$159-239	11	15,000 sq. ft.	740	YES	509-481-6010/Mimi Gustafson www.northernquest.com
	Oxarc Training & Multimedia Conference Center 4003 E. Broadway, Spokane, WA 99202			2	60 capacity	50	Catering	509-535-7794/Ron Van Dyke www.oxarc.com
	Tulalip Resort 10200 Quil Ceda Boulevard, Tulalip, WA 98271	370	$139-499	13	30,000 sq. ft.	1,100	YES	888-272-1111/Troy Longwith www.tulalipresort.com
Multi-Location	**Starwood Hotels & Resorts***	888-201-4482	More than 940 properties in 93 countries. Plan your next meeting, event or wedding with Starwood Hotels & Resorts Worldwide.					www.starwoodmeetings.com
	Westmark Hotels*	**Alaska/Yukon:** Westmark Anchorage—Regional Sales Manager/800-764-0015 Westmark Fairbanks Hotel & Conference Center—Regional Sales Manager/800-764-0016 Westmark Baranof Juneau—Regional Sales Manager/800-764-0017 Westmark Sitka—Regional Sales Manager/800-764-0017 Westmark Whitehorse Hotel & Conference Center—Regional Sales Manager/800-283-6622						www.westmarkhotels.com

*Earn Alaska Airlines Mileage Plan Miles

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Resource Listings

A GUIDE TO CONVENTION AND VISITORS BUREAUS ACROSS THE ROUTE SYSTEM

ALASKA

Anchorage Convention & Visitors Bureau 524 W. Fourth Ave., Anchorage, Alaska 99501; 907-276-4118; www.anchorage.net; hotels with meeting facilities: 27; hotel rooms: 8,500.

Fairbanks Convention and Visitors Bureau 101 Dunkel St., Fairbanks, Alaska 99701-4806; 800-327-5774 or 907-456-5774; www.explore-fairbanks.com; hotels with meeting facilities: 15; hotel rooms: 3,500.

Juneau Convention & Visitors Bureau 101 Egan Drive, Juneau, Alaska 99801; 800-587-2201 or 907-586-1737; www.travel-juneau.com; hotels with meeting facilities: 7; hotel rooms: 900.

Ketchikan Visitors Bureau 131 Front St., Ketchikan, Alaska 99901; 800-770-3300 or 907-225-6166; www.visit-ketchikan.com; hotels with meeting facilities: 3; hotel rooms: 356.

Kodiak Island Convention & Visitors Bureau 100 Marine Way, Ste. 200, Kodiak, Alaska 99615; 800-789-4782 or 907-486-4782; www.kodiak.org; hotels with meeting facilities: 2 (non-hotels: 10); hotel rooms: 265 (320 including bed-and-breakfasts).

Nome Convention & Visitors Bureau P.O. Box 240, Nome, Alaska 99762; 907-443-6555; www.nomealaska.org; hotels with meeting facilities: 1 (non-hotels: 8); hotel rooms: 161 (including bed-and-breakfasts).

Seward Chamber of Commerce/Conference & Visitors Bureau P.O. Box 749, Seward, Alaska 99664; 907-224-8051; www.seward.com; hotels with meeting facilities: 5 (non-hotels: 4); hotel rooms: 475.

Sitka Convention & Visitors Bureau P.O. Box 1226, Sitka, Alaska 99835; 800-557-4852 or 907-747-5940; www.sitka.org; hotels with meeting facilities: 3 (non-hotels: 5); hotel rooms: 291.

Valdez Convention & Visitors Bureau P.O. Box 1603, Valdez, Alaska 99686; 907-835-2984; www.valdezalaska.org; hotels with meeting facilities: 3 (non-hotels: 1); hotel rooms: 420.

ARIZONA

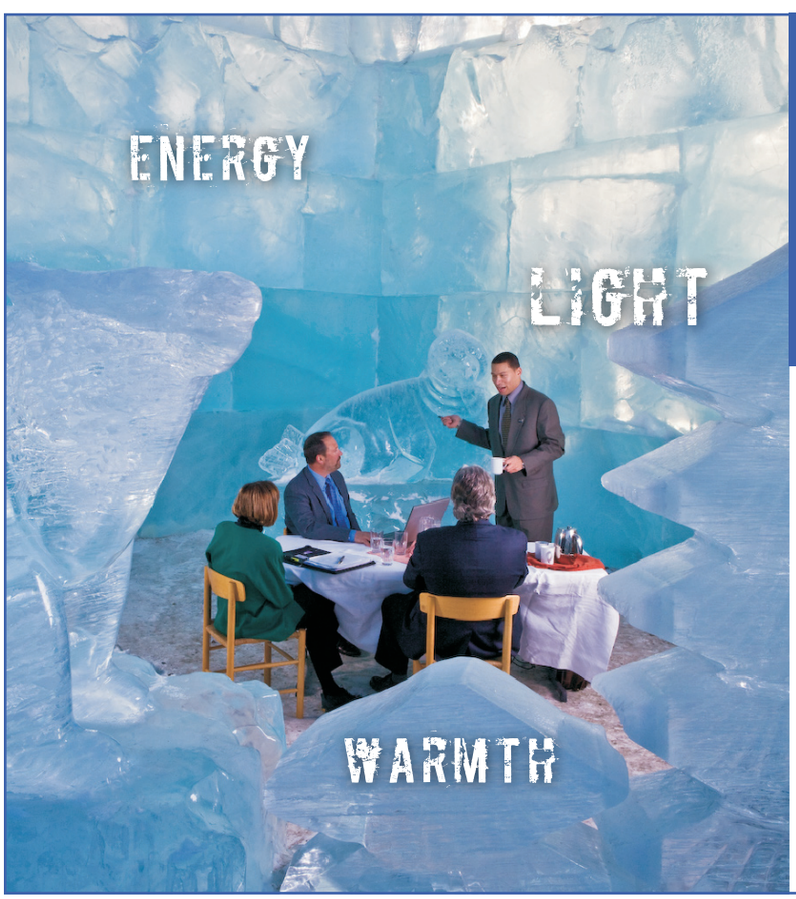
Flagstaff Convention & Visitors Bureau 211 W. Aspen Ave., Flagstaff, Arizona 86001; 800-217-2367 or 928-779-7611; www.flagstaffarizona.org; hotels with meeting facilities: 9; hotel rooms: 4,750.

Greater Phoenix Convention & Visitors Bureau 400 E. Van Buren St., #600, Phoenix, Arizona 85004; 602-254-6500; www.visit-phoenix.com; hotels with meeting facilities: 185; hotel rooms: 55,000.

Prescott Chamber of Commerce 117 W. Goodwin St., Prescott, Arizona 86302; 800-266-7534 or 928-445-2000; www.prescott.org; hotels with meeting facilities: approximately 7; hotel rooms: 1,800.

Scottsdale Convention & Visitors Bureau 4343 N. Scottsdale Road, Ste. 170, Scottsdale, Arizona 85251; 480-421-1004 or 800-782-1117; www.experiencescottsdale.com; hotels with meeting facilities: 71; hotel rooms: 13,900.

Sedona Chamber of Commerce Tourism Bureau 331 Forest Road, Sedona, Arizona 86336; 800-288-7336 or 928-282-7722; www.visitsedona.



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com; hotels with meeting facilities: 13; hotel rooms: 2,446.

Metropolitan Tucson Convention & Visitors Bureau 100 S. Church Ave., Tucson, Arizona 85701; 888-2-TUCSON or 520-624-1817; www.visittucson.org; hotels with meeting facilities: 57; hotel rooms: 16,227.

CALIFORNIA (NORTHERN)

Fresno Convention & Visitors Bureau 848 M St., Third Floor, Fresno, California 93721; 800-788-0836; www.playfresno.org; hotels with meeting facilities: 20; hotel rooms: 8,000.

Mammoth Lakes Tourism 2520 Main St., Mammoth Lakes, California 93546; 888-466-2666 or 760-934-2712; www.visitmammoth.com; hotels with meeting facilities: 12; hotel rooms: 900 (8,700 rentable units, including condominiums).

Oakland Convention & Visitors Bureau 463 11th St., Oakland, California 94607; 510-839-9000; www.oaklandcvb.com; hotels with meeting facilities: 19; hotel rooms: 4,000.

Sacramento Convention & Visitors Bureau 1608 I St., Sacramento, California 95814; 800-292-2334 or 916-808-7777; www.discovergold.org; hotels with meeting facilities: 45; hotel rooms: 15,600.

San Francisco Convention & Visitors Bureau 201 Third St., Ste. 900, San Francisco, California 94103; 877-ONLYNSF or 415-974-6900; www.onlyinsanfrancisco.com; hotels with meeting facilities: 71; hotel rooms: 33,372.

San Jose Convention & Visitors Bureau 408 Almaden Blvd., San Jose, California 95110; 800-SAN-JOSE or 408-295-9600; www.sanjose.org; hotels with meeting facilities: 14; hotel rooms: 5,000.

Sonoma County Tourism Bureau 420 Aviation Blvd., Ste. 106, Santa Rosa, California 95403; 707-522-5800; www.sonoma-county.com; hotels with meeting facilities: 52; hotel rooms: 6,300.

CALIFORNIA (SOUTHERN)

Anaheim/Orange County Visitor & Convention Bureau 800 W. Katella Ave., Anaheim, California 92802; 714-765-8888; www.anaheimoc.org; hotels with meeting facilities: 90; hotel rooms: 55,000.

Beverly Hills Conference & Visitors Bureau 239 S. Beverly Drive, Beverly Hills, California 90212; 800-345-2210 or 310-248-1015; www.lovebeverlyhills.org; hotels with meeting facilities: 8; hotel rooms: 2,191.

LA Inc. 333 S. Hope St., 18th Floor, Los Angeles, California 90071; 800-228-2452 or 213-624-7300; www.discoverlosangeles.com; hotels with meeting facilities: 350; hotel rooms: 96,305.

Long Beach Area Convention & Visitors Bureau One World Trade Center, Third Floor, Long Beach, California 90831-0300; 800-4LBSTAY or 562-436-3645; www.visitlongbeach.com; hotels with meeting facilities: 18; hotel rooms: 4,209.

Visit Newport Beach Inc. 110 Newport Center Drive, Ste. 120, Newport Beach, California 92660; 800-94-COAST or 949-719-6100; www.visitnewportbeach.com; hotels with meeting facilities: 8; hotel rooms: 2,300.

Ontario Convention & Visitors Bureau 2000 E. Convention Center Way, Ontario, California 91764; 800-455-5755 or 909-937-3000; www.ontariocc.com; hotels with meeting facilities: 18; hotel rooms: 3,500.

Palm Springs Desert Resort Communities Convention and Visitors Authority 70-100 Hwy. 111, Rancho Mirage, California 92270; 800-967-3767 or 760-770-9000; www.palmspringsusa.com; hotels with meeting facilities: 29; hotel rooms: 18,200.

San Diego Convention & Visitors Bureau; International Visitor Information Center 1040 1/3 W. Broadway, San Diego, California 92101; 619-236-1212; www.sandiego.org; hotels



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with meeting facilities: 120; hotel rooms: 57,000.

Santa Barbara Conference & Visitors Bureau and Film Commission 1601 Anacapa St., Santa Barbara, California 93101; 800-676-1266 or 805-966-9222; www.santabarbaraca.com; hotels with meeting facilities: 41; hotel rooms: 9,449.

HAWAI'I

Hawai'i Visitors & Convention Bureau 2270 Kalakaua Ave., Ste. 801, Honolulu, Hawai'i 96815; 888-424-2924; www.meethawaii.com; hotels with meeting facilities: 67; hotel rooms: 74,177.

IDAHO

Boise Convention & Visitors Bureau 312 S. Ninth St., Ste. 100, Boise, Idaho 83702; 800-635-5240 or 208-344-7777; www.boise.org; hotels with meeting facilities: 32; hotel rooms: 5,714.

Coeur d'Alene Chamber of Commerce/ Visitors Bureau 105 N. First St., Ste. 100, Coeur d'Alene, Idaho 83814; 877-782-9232 or 208-664-3194; www.coeurdalene.org or www.cdachamber.com; hotels with meeting facilities: 17; hotel rooms: 2,500.

Sun Valley/Ketchum Chamber & Visitors Bureau 491 Sun Valley Road, Ketchum, Idaho 83340; 800-634-3347 or 208-726-3423; www.visitsunvalley.com; hotels with meeting facilities: 7; hotel rooms: 696.



MINNESOTA

Meet Minneapolis 250 Marquette Ave. S., Ste. 1300, Minneapolis, Minnesota 55401; 800-445-7412 or 612-767-8000; www.minneapolis.org; hotels with meeting facilities: 24; hotel rooms: 6,700.

Saint Paul Convention & Visitors Authority 175 W. Kellogg Blvd., Ste. 502, Saint Paul, Minnesota 55102; 800-627-6101 or 651-265-4900; www.visitsaintpaul.com; hotels with meeting facilities: 8; hotel rooms: 1,914.

MONTANA

Big Sky Chamber of Commerce P.O. Box 160100, Big Sky, Montana 59716; 800-943-4111 or 406-995-3000; www.bigskychamber.com; hotels with meeting facilities: 7; hotel rooms: 1,000.

Billings Chamber of Commerce Convention and Visitors Bureau 815 S. 27th St., Billings, Montana 59107; 800-735-2635 or 406-245-4111; www.billingschamber.com; hotels with meeting facilities: 27; hotel rooms: 4,022.

Bozeman Convention and Visitors Bureau 2000 Commerce Way, Bozeman, Montana 59715; 406-922-0450; www.bozemanmeetings.com; hotels with meeting facilities: 8; hotel rooms: 1,900.

Flathead Convention & Visitor Bureau 15 Depot Park, Kalispell, Montana 59901; 800-543-3105 or 406-756-9091; www.montanasflatheadvalley.com; hotels with meeting facilities: 27; hotel rooms: 3,676.

Helena Area Chamber of Commerce 225 Cruse Ave., Ste. A, Helena, Montana 59601; 800-743-5362 or 406-442-4120; www.helenachamber.com; hotels with meeting facilities: 10; hotel rooms: 1,295.

Missoula Convention and Visitors Bureau 1121 E. Broadway, Ste. 103, Missoula, Montana 59802; 800-526-3465 or 406-532-3250; www.missoulacvb.org; hotels with meeting facilities: 21; hotel rooms: 3,000.

NEVADA

Las Vegas Convention and Visitors Authority 3150 Paradise Road, Las Vegas, Nevada 89109; 877-VISIT-LV or 702-892-0711; www.visitlasvegas.com or www.lvcva.com; hotels with meeting facilities: 122; hotel rooms: 122,092.

Reno-Sparks Convention & Visitors Authority 4001 S. Virginia St., Ste. G, Reno, Nevada 89502; 800-FOR-RENO or 775-827-7600; www.visitrenotahoe.com; hotels with meeting facilities: 18; hotel rooms: 20,000.

OREGON

Central Oregon Visitors Association 661 S.W. Powerhouse Drive, Ste. 1301, Bend, Oregon

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97702; 800-800-8334; www.visitcentraloregon.com; hotels with meeting facilities: 33; hotel rooms: more than 4,500.

Eugene, Cascades & Coast—Travel Lane County 754 Olive St., Eugene, Oregon 97401; 800-547-5445; www.travellanecounty.org; hotels with meeting facilities: 20; hotel rooms: 5,300.

Medford Visitors & Convention Bureau 101 E. Eighth St., Medford, Oregon 97501; 800-469-6307, ext. 8521, or 541-779-4847, ext. 8521; www.visitmedford.org; hotels with meeting facilities: 8 (non-hotels for 100 or more: 35); hotel rooms: 2,400.

Travel Portland 1000 S.W. Broadway, Ste. 2300, Portland, Oregon 97205; 800-962-3700 or 503-275-9750; www.travelportland.com; hotels with meeting facilities: 168; hotel rooms: 22,000.

Washington County Visitors Association 11000 S.W. Stratus St., Ste. 170, Beaverton, Oregon 97008; 800-537-3149 or 503-644-5555; www.wcva.org; hotels with meeting facilities: 30; hotel rooms: 3,401.

TEXAS

Austin Convention & Visitors Bureau 301 Congress Ave., Ste. 200, Austin, Texas 78701; 800-926-ACVB or 512-474-5171; www.austintexas.org; hotels with meeting facilities: 99; hotel rooms: 25,000.

Dallas Convention & Visitors Bureau 325 N. St. Paul St., Ste. 700, Dallas, Texas 75201; 800-C-DALLAS or 214-571-1000; www.visitdallas.com; hotels with meeting facilities: 112; hotel rooms: 2,900.

Fort Worth Convention & Visitors Bureau 111 W. Fourth St., Ste. 200, Fort Worth, Texas 76102; 800-433-5747 or 817-336-8791; www.fortworth.com; hotels with meeting facilities: 84; hotel rooms: 1,300.

Greater Houston Convention and Visitors Bureau 901 Bagby St., Ste. 100, Houston, Texas 77002; 800-4-HOUSTON or 713-437-5200; www.visithoustontexas.com; hotels with meeting facilities: about 130; hotel rooms: 60,000.

WASHINGTON

Bellevue Washington Conventions 11100 N.E. Sixth St., Bellevue, Washington 98004; 425-637-1020; www.bellevueconventions.com; hotels with meeting facilities: 13; hotel rooms: 2,500.

Bellingham Whatcom County Tourism 904 Potter St., Bellingham, Washington 98229; 800-487-2032 or 360-671-3990; www. bellingham.org; hotels with meeting facilities: 10; hotel rooms: 1,500.

Seattle's Convention and Visitors Bureau One Convention Place, 701 Pike St., Ste. 800, Seattle, Washington 98101; 206-461-5800; www.visitseattle.org; member hotels with meeting facilities: 143; hotel rooms: 29,019.

Southwest Washington Convention & Visitors Bureau 101 E. Eighth St., Ste. 240, Vancouver, Washington 98660; 877-600-0800 or 360-750-1553; www.southwestwashington.com; hotels with meeting facilities: 21; hotel rooms: 2,687.

Spokane Regional Convention & Visitors Bureau 201 W. Main, Spokane, Washington 99201; 888-SPOKANE or 509-747-3230; www.visitspokane.com; hotels with meeting facilities: 35; hotel rooms: 6,748.

Tacoma Regional Convention & Visitor Bureau 1119 Pacific Ave., Fifth Floor, Tacoma, Washington 98402; 800-272-2662 or 253-627-2836; www.traveltacoma.com; hotels with meeting facilities: 40; hotel rooms: 5,000.

Tri-Cities Visitor & Convention Bureau P.O. Box 2241, Tri-Cities, Washington 99302; 509-735-8486 or 800-254-5824; www.visittri-cities.com; hotels with meeting facilities: 15; hotel rooms: 3,400.

Overcoming Buffaloes at Work & in Life



Dr. Vincent Muli Wa Kituku, a native of Kenya and resident of Idaho, established Kituku & Associates in 1995 to provide new approaches for dealing with workplace challenges. He likens the unpredictability of change/challenges to life with African buffaloes that invaded African villages without warning, devastating social structures, uprooting the harmonious livelihood of villagers and leaving them feeling insecure and stressed out.

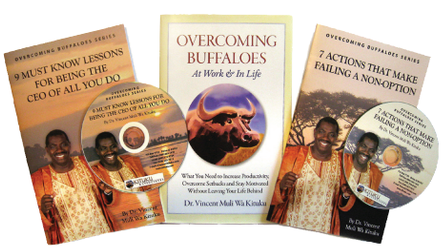
During chaotic times, people often think there is no solution for their perceptively overwhelming situation. They wonder, "Why do we have to change what we are doing?" Some think they are not responsible for making change work. Vincent says, "When a buffalo invades your village, you cannot waste time blaming others, whining or wishing it had not happened."

His high energy, content filled and entertaining keynote and training programs challenge and inspire audiences for maximum impact mind shift. They learn to set themselves apart at work and in life, re-discover talents and resources they need for growth, thrive by repeatedly providing exceptional services, be involved with something bigger than a career and move forward without leaving life behind.

R. Scott Johnson, Program Manager for Hewlett-Packard said his group was moved by Vincent's "powerful and encouraging message…his motivational style is very unique, pointing each of us to look inwardly and in conjunction with each other as a team."

Dr. Kituku is one of the less than 7% of speakers to earn the coveted Certified Speaking Professional (CSP) recognition, presented by the National Speakers Association. His storytelling skills have won awards for both spoken and written words. He has been the motivational speaker for the successful Boise State University football team since 1998. Vincent received both his MS and Ph.D. from the University of Wyoming.

For more information
call (208) 376-8724 or (888) 685-1621
or visit www.overcomingbuffaloes.com



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Tourism Walla Walla 8 S. Second Ave., Ste. 603, Walla Walla, Washington 99362; 877-WWVISIT; www.wallawalla.org; hotels with meeting facilities: 8; hotel rooms: about 800.

Wenatchee Valley Visitors Bureau 5 S. Wenatchee Ave., Ste. 100, Wenatchee, Washington 98801; 800-572-7753; www.wenatcheevalley.org; hotels with meeting facilities: 7; hotel rooms: 1,330.

Yakima Valley Visitors & Convention Bureau 10 N. Eighth St., Yakima, Washington 98901; 800-221-0751 or 509-575-3010; www.visityakima.com; hotels with meeting facilities: 9; hotel rooms: 2,300.

CANADA

Tourism Calgary 238 11th Ave. S.E., Ste. 200, Calgary, Alberta, Canada T2G 0X8; 800-661-1678 or 403-263-8510; www.tourismcalgary.com; hotels with meeting facilities: 48; hotel rooms: 11,165.

Edmonton Tourism 9990 Jasper Ave., Edmonton, Alberta, Canada T5J 1P7; 877-917-7626; www.edmonton.com; hotels with meeting facilities: 48; hotel rooms: 13,000.

Tourism Kelowna 544 Harvey Ave., Kelowna, British Columbia, Canada V1Y 6C9; 800-663-4345 or 250-861-1515; www.tourismkelowna.com; hotels with meeting facilities: 23; hotel rooms: 3,200.

Tourism Vancouver–The Greater Vancouver Convention and Visitors Bureau 200 Burrard St., Plaza Level, Vancouver, British Columbia, Canada V6C 3L6; 604-683-2000; www.tourismvancouver.com; hotels with meeting facilities: 69; hotel rooms: 24,403.

Tourism Victoria (Greater Victoria Visitors and Convention Bureau) Visitor Center, 812 Wharf St., Victoria, British Columbia, Canada V8W 1T3; 800-663-3883 or 250-953-2033; www.tourismvictoria.com; hotels with meeting facilities: 45; hotel rooms: 6,974.

MEXICO

Contact the **Mexico Tourism Board** at 800-44-MEXICO, and ask for a meeting specialist. www.visitmexico.com.

SELECTED U.S. CITIES

ATLANTA

Atlanta Convention & Visitors Bureau 800-ATLANTA; www.atlanta.net.

BOSTON

Greater Boston Convention & Visitors Bureau 888-SEE-BOSTON; www.bostonusa.com.

CHICAGO

Chicago Convention & Tourism Bureau 877-CHICAGO; www.choosechicago.com.

DENVER

Visit Denver, The Convention & Visitors Bureau 800-233-6837 or 303-892-1505; www.denver.org.

MIAMI

Greater Miami Convention & Visitors Bureau 888-76-MIAMI or 305-539-3000; www.miamiandbeaches.com.

NEWARK

Greater Newark Convention & Visitors Bureau 973-273-1040; www.gonewark.com.

NEW YORK CITY

NYC & Company 800-NYC-VISIT or 212-484-1200; www.nycgo.com.

ORLANDO

Orlando/Orange County Convention & Visitors Bureau Inc. 800-972-3304; www.orlandoinfo.com.

WASHINGTON, D.C.

Destination D.C. 800-422-8644 or 202-789-7000; www.washington.org.

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Feb. 26 – March 7	Anchorage Fur Rendezvous
March 6	Iditarod Trail Sled Dog Race™
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Anchorage Convention & Visitors Bureau

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