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FEBRUARY 2014

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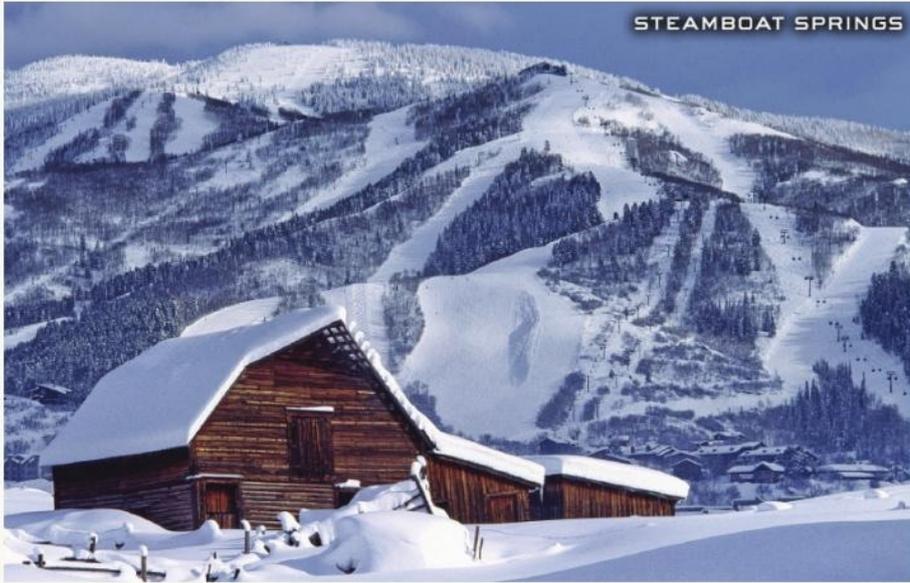
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Cover: Trails provide overlooks at Point Lobos State Natural Reserve in Monterey County. Photo by Dennis Frates / Alamy.

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Glenn Johnson

Our Secret Sauce



Our focus is always on safely transporting you and your bags to your destination on time. We want you to consider Alaska Airlines and Horizon Air the easiest airlines to fly. But that's not all. We want to provide you with a memorably positive experience, as Alaska's chief operating officer,

Ben Minicucci, explains this month.

—Glenn Johnson, Horizon Air President and Alaska Air Group EVP

With preparations nearly complete for a flight from Seattle to Palm Springs shortly before Christmas, Alaska Airlines Flight Attendant Katie Long informed Captain Michael Rinehart and First Officer Matt McGibney that a couple in Row 7 were worried about their dog. With just a minute to spare, Michael crawled into the baggage compartment, where he spotted a Shetland sheepdog. Seeing that the dog was comfy and settled in for the flight, he snapped a photo with his phone and showed it to the dog's owners, Frankie and Bill Chapman, who sighed with relief knowing that their beloved Phinney was OK.

Every one of our departures and arrivals at Alaska Airlines is carefully scripted so we can deliver a consistent experience to you, no matter where and when you fly. That's not to say we can't take a moment and deviate from the playbook, like our flight crew did. To the Chapmans, it was an unexpected surprise to have the plane's captain check on their beloved dog. But it was just part of the job to our crew—one of many examples of how our employees go the extra mile for our customers every day.

Running an on-time airline takes careful planning, deliberate process and focused execution by dedicated employees who truly care about customer service. Look outside your gate 15 minutes before your aircraft arrives and you'll see our Alaska team getting ready so that your airplane can quickly be turned for its next departure. Equipment is staged so that bags can be downloaded efficiently to meet our industry-leading 20-minute guarantee for baggage delivery to the carousel. Fueling, catering, cleaning and wheelchair-assistance personnel are staged to meet the airplane exactly five minutes after arrival.

Forty-five minutes prior to departure, our first officers conduct their exterior preflight checks, and flight attendants do their safety checks, so that our gate agents can begin boarding 40 minutes

before departure. After about 160 passengers are on the plane, we aim to close the forward door five minutes before pushing back from the gate to complete final weight and balance calculations for an on-time departure.

We measure our performance by taking more than 200,000 audit points a month. Daily scorecards are reviewed by our operations-management teams so we can correct any deviation in performance.

I am extremely proud that Alaska Airlines has led the industry as the best on-time major carrier in North America for three years in a row—and we focused on ensuring that 2013 will be recognized as our fourth. Managing precision and timing while demonstrating a true love of taking care of our customers is a delicate balance we strive for every day. How do we do it? By working together.

This was the theme of a full-day seminar we called Flight Path that every one of our 13,000 employees at Alaska Airlines and Horizon Air attended over the past two years. The goal was to ensure that everyone was aligned with our mission to be the best possible airlines we can be. One of the highlights was a computer game that challenged employees to get a simulated flight out on time. The game was a hit and reinforced to everyone, from those on the front lines to the people at headquarters, what it takes to run an airline smoothly 24/7, 365 days a year.

We're also working together toward another audacious goal: to be the easiest airlines to fly. Among other things, we're investing in technology and customer tools such as our online and mobile websites, and iPhone and Android apps. These apps enable you to buy a ticket, track your flight status, obtain an electronic boarding pass, and see your ranking on the first-class-upgrade and standby lists—all from a smartphone.

We're also implementing self- and home bag-tagging for major airports, testing new boarding and deplaning procedures to get you on and off the plane faster, and working to expand PreCheck to help our frequent travelers speed through airport security.

Melding the precision timing of our operation with innovations that benefit customers is a key part of our recipe for success. But these ingredients don't put the heart in our airline. That's the work of Michael, Matt and Katie—and all of our 13,000 people. They're our secret sauce.

Thanks for flying with us today.

—Ben Minicucci

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KALISPELL, MT

Pond hockey inaugural event

Combining nostalgia and competition, the inaugural Montana Pond Hockey Classic, February 21–23, is expected to feature hundreds of recreational hockey players and attract even more spectators.

Hockey played on community ponds and lakes has long been a favorite winter sport in cold-weather climes, and neighborhood teams from throughout the West will enjoy the opportunity to compete with each other at the tournament, says Scott Crowder, founder of the Pond Hockey Classic series, which also includes two northeastern U.S. tournaments. Crowder founded the series in 2009 because he wanted to return hockey to its roots by “taking the game back outside.”

The Montana Pond Hockey Classic, presented by Discover Kalispell (the convention and visitors bureau), will be held at Foy's Lake in the Flathead Valley, and will include divisions such as open, 30-plus, 40-plus, legend, women's and just for fun, with games played simultaneously on numerous rinks. The division-winning teams will receive prize packages, and the team's name will be carved into the Monty Cup, a 3-foot-tall wooden trophy that depicts local legend Monty, a black bear that in the 1940s loved to take sips of beer from cans left on the lake bank while people played hockey.

A section of the lake near the rinks will host a family-friendly “tournament village,” with food vendors, live music and entertainment, and a beer garden for adults. Contact: pondhockeyclassic.com. —Melissa Croce

AROUND THE ROUTE SYSTEM

Valentine's gift giving

Ideas for that special someone

Seattle Fish Company can deliver **wild, troll-caught king salmon** (fresh or frozen, based on availability) or **Miyagi oysters** to your door, along with options such as halibut, scallops and crabcakes, for a romantic gourmet meal (seattlefishcompany.com).

Premium Northwest products star in gift baskets such as **Grand Celebration** and **Edible Elegance** from Accents et cetera in the Puget Sound area. Healthier Snacking, gluten-free and kosher baskets are also available (accentsetc.com).

Brown & Haley, a Tacoma, WA, company celebrating its 100th anniversary, offers confections such as **Almond Roca** and a new **Almond Roca Cream** dessert wine (brown-haley.com).

Impress a chocolate-loving lady with premium “American couture chocolate” bars from **Seattle Chocolate Company's new jcoco line**. Flavors range from noble dark to Vanuatu coconut pecan (jcocochocolate.com).



Moonstruck Chocolate Co., based in Portland, has a new nine-truffle **Oregon Distillers**

Collection featuring spirits from five of Oregon's top craft distillers. Gift boxes such as Heart to

Heart Truffles and the **Classic Truffle Collection** are also available (moonstruckchocolate.com).

Red Anjou pears add Valentine's color to **Northwest pear tartlets** for a sweet treat; the tartlet recipe and other romantic options are available from the Pear Bureau Northwest (usapears.org).

Botanicals grown on a Moscow, ID, farm are featured in **soaps, balms and candles**

handcrafted by Orchard Farm Soap; gift sets come in options such as Lavender and Gardener's Care Bag (orchardfarmsoap.etsy.com).

Gift ideas from Potting Shed Creations in Troy, ID, include **Cheer and Joy Growing Wishes garden kits**. Each is a collection of six seed varieties, with each flower or herb representing a special wish. The company also has three Garden-in-a-Pail options and four Pocket Garden options (pottingshedcreations.com).



Your loved one might go nuts for gift packages such as **Celebrate**, **Hearth & Home** and **Best of the Valley** from

Fresno, CA-based Sierra Nut House (sierranuthouse.com).

Valentine's cupcakes are available in flavors such as Knock Your Sox Off, Ooh La La, Pink Champagne and Stud Muffin from Santa Rosa, CA-based Sift Cupcake + Dessert Bar. Sift can even suggest how to incorporate an engagement ring into a cupcake presentation (siftcupcakes.com).

Unique men's and women's watches, jewelry, bolo ties and buckles are among the gift items crafted by Montana Silversmiths based in Columbus, MT (montanasilversmiths.com).

Bozeman, MT-based High Country Gifts offers items such as **personally engraved glass boot-shaped mugs**, guitar-shaped cutting boards, and “attitude aprons,” with sayings such as, “So much to do, so few people to do it for me” (highcountrygifts.com).



For wine-gift options, research Northwest wineries via the following websites: Washington (washingtonwine.org), Oregon (oregonwine.org), Idaho (idahowines.org), Sonoma County (sonomacounty.com/wineries) and B.C.'s Okanagan (winebc.com).

—Michele Andrus Dill



I THOUGHT I WAS ON TOP OF THE WORLD

By Pat O'Day

My career had been spent in radio and rock and roll. I ran the No. 1 radio station in Seattle and on the air when I also started the world's largest rock-and-roll concert company. On this day I was broadcasting my show from the top of Seattle's new skyscraper, the Columbia Tower. I mean, what could be wrong? Well, several things.

I'd been drinking to excess for years. Being on the road with our rock acts, from Hendrix to Zeppelin, The Beach Boys to Bad Company, cocaine and other things also entered the picture. Oh sure, I thought I was just fine, but several acquaintances saw it differently. There was an unwelcome intervention where a little group of friends cornered me and demanded that I get treatment. "Are you kidding?" I thought. I'm no weak, simpering alcoholic or addict. I just like to drink.

The group demanded I go to Schick Shadel Hospital in Seattle, which has a unique ten-day medical treatment that halts addictions. "OK, fine." I said, "Ten days, these guys will get off my back and I can drink again, socially of course."

Ten days later I walked out of Schick Shadel Hospital to never, ever, have another drink or any bad substance. My habit, the urges, the desire and the mixed-up rationale had simply gone, vanished; I was sober, happy and healed. **So, may I tell you the rest of the story?**

Mr. Charles Shadel of Seattle once said, "Something just isn't right. People are addicted to alcohol. It's wrecking lives. They know they should quit, and they want to, but they can't. Churches, rehab centers, counselors all try to help, but the craving seems impossible to extinguish. Soon, they're right back into drinking or the drugs. Shadel said, "We must be doing something wrong!"



Photo of Pat O'Day, Seattle radio personality, celebrating the completion of Seattle's Columbia Tower with a broadcast in 1984. (Photo courtesy of Dennis Law)

He joined with Doctors Lemere and Voegtlin in search of a solution. It was clear from their studies that the conscious portion of the brain, the portion you're using as you read this, once addicted, lacks the power to erase overpowering urges of dependency. Those latent cravings simply become overwhelming. So they concluded, "To truly halt the habit, we must employ a more powerful portion of the brain, the subconscious." **And they did!** Their stunning achievement created a medical treatment that is proven to be very successful. **Logically, you're asking, "What is it they do?"** The answer is two powerful but painless medical innovations were combined to erase patients' habits.

First, they developed a powerful "Counter Conditioning" method that brings the patient to hate the sight, smell, taste and thoughts of using the addictive substance, be it alcohol or drugs. Further medication isn't required to maintain this protective shield.

Second, the doctors introduced medically administered deep sleep therapy. The cleansing of the patient's low self-esteem, guilt, regrets and other emotional burdens are critical to long-term mental health.

Understand that Schick Shadel's approach contends these habits are not the fault of the patient. We live in a world of intoxicants and many people are genetically unprotected from their addictive impact. Such vulnerability is passed from parents to kids, generation to generation.

Following these two treatments, patients can leave the hospital after just 10 days, free from cravings, guilt and destructive habits. The original wonderful individual returns. This success is enjoyed by many thousands of former patients including myself. It's now been 27 sober, happy, healthy years for me. It took no willpower; they simply erased my addictions.

So may I say to you, "Your life on this earth is so very short. You needn't let intoxicants control or wreck it, when eliminating the problem is so quick and easy at world-famous Schick Shadel Hospital."

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ACCOMMODATIONS

- 1 The Davenport Hotel Collection:** Far from the ordinary. Unique amenities, architectural elegance, exceptional service. Spokane, WA. www.thedavenporthotelcollection.com.
- 2 Heathman Hotel Portland:** Portland's premier downtown hotel—where service is still an art. Ask about our new "bed menu". www.heathmanhotels.com.
- 3 Hilton Garden Inn Sonoma County Airport:** Located in Sonoma Wine Country—business or pleasure, stay at HGI tonight. www.sonomacountyairport.hgi.com.
- 4 Holiday Inn/Holiday Inn Express of Washington & Oregon:** 40 Smart choices in Washington and Oregon. Stay Smart. www.greatwhotels.com.
- 5 Pineapple Hospitality:** Seattle visitors have access to five great hotels under one umbrella and now in Portland as well. staypineapple.com.
- 6 Portola Hotel:** Near Fisherman's Wharf, four-diamond, Silver LEED® EB certified. www.portolahotel.com.
- 7 Red Lion Hotels & Inns:** Join the Red Lion R&R Club and earn 1,000 Mileage Plan Miles at participating hotels. Mention AKDOUBLE at check-in. www.redlion.com.
- 8 Snowcreek Resort:** Mammoth's premier all-season resort offering vacation rentals and new home sales. www.snowcreekresort.com.

CASINOS

- 9 Graton Resort & Casino:** www.gratonresortcasino.com.
- 10 Muckleshoot Casino:** More than 3,100 machines and 100 tables. Located close to Sea-Tac International Airport. www.muckleshootcasino.com.
- 11 Northern Quest Resort and Casino:** Your quest for fortune and fun starts here. Near Spokane, WA. www.northernquest.com.
- 12 Tulalip Casino:** Gaming, entertainment, dining, shopping. www.tulalipcasino.com.

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- 13 Anthony's Homeport Restaurants:** The freshest Northwest seafood—waterfront view restaurants throughout Washington and Bend, OR. www.anthonys.com.

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19 GeoEngineers: Consulting engineering firm specializing in geotechnical, geological, hydrogeological, and environmental issues. www.geoengineers.com.

20 Greater Spokane Incorporated: Consider doing business in Spokane. The health care hub for the Inland Northwest. www.greaterspokane.org.

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- 25 Propel Insurance:** Innovative insurance solutions that help clients grow their businesses. www.propelinsurance.com.

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- 26 The Commencement:** Luxury apartment living in Tacoma, WA. www.thecommcement.com.
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- 29 University of Idaho EMBA:** An EMBA that delivers innovatively integrated program-immediate, real-world application. www.uidaho.edu/emba.
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- 31 Western Washington University:** Location, education, reputation. www.wvu.edu.

32 Whitworth University: An education of mind and heart. Spokane, WA. www.whitworth.edu.

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- 36 The Spa at Pro Sports Club:** Advanced medical, aesthetic and traditional spa therapies. www.proclub.com.
- 37 Spine Institute Northwest:** If you are living in pain, take back your life today. Don't wait. Visit today laserawaympain.com.
- 38 Swedish Radiosurgery Center:** Offering Cyber Knife and Gamma Knife nonsurgical treatment options for many conditions. swedish.org/radiosurgery.

TRAVEL IDEAS

- 39 Downtown Spokane:** World-class dining, shopping and entertainment. www.downtownspokane.net.
- 40 Idaho Travel Council:** Idaho. Adventures in living. Call (800) VISIT-ID for a free guide. www.visitidaho.org.
- 41 Mammoth Lakes Tourism:** Gateway to natural wonders. www.visitmammoth.com.
- 42 MasterPark:** No. 1-rated Sea-Tac valet parking facility. Three lots and a six-floor valet garage. www.masterparking.com.
- 43 Monterey, California:** There's never been a better time to visit Monterey. (866) 900-9188. seemonterey.com.
- 44 Pullman Chamber of Commerce:** Picture yourself here ... explore the Palouse. Visit, work, live in Pullman, WA. www.pullmanchamber.com.
- 45 Sonoma County Tourism:** More than 375 premium wineries, organic farms, redwood forests and miles of ocean coastline. sonomacounty.org.
- 46 Spokane International Airport:** Your global connection, when it's time to fly. www.spokaneairports.net.
- 47 Visit Spokane:** Near nature. Near perfect. www.visitspokane.com.

THINGS TO SEE AND DO

- 48 Northwest Museum of Arts & Culture:** Long-term exhibit featuring hundreds of cultural objects from the MAC's American Indian collections. www.northwestmuseum.org.
- 49 Santa Barbara Contemporary Arts Forum:** The Santa Barbara Contemporary Arts Forum's million-dollar home raffle! www.sbhomeraffle.com.
- 50 Treefort Music Fest:** Four days of live music in downtown Boise, March 20-23, 2014. www.treefortmusicfest.com.

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Oregon Shakespeare Festival

The renowned Oregon Shakespeare Festival will present four Shakespeare plays, along with works such as guest director Tracy Young's adaptation of the Newbery Medal-winning book *A Wrinkle in Time*, this season.

The festival, February 14–November 2 in Ashland, will feature Shakespeare's *The Tempest*, *The Two Gentlemen of Verona*, *The Comedy of Errors* and *Richard III* (shown at right).

In addition to *A Wrinkle in Time*, other works will include a 50th-anniversary production of *The Sign in Sidney Brustein's Window*; Pulitzer Prize-winning *Water by the Spoonful* by American playwright Quiara Alegría Hudes, who also wrote the book for the Tony Award-winning musical *In the Heights*; the musicals *Into the Woods*, *The Cocoanuts* and *Family Album*; and the drama *The Great*



Society. The Oregon Shakespeare Festival offers a wide range of other activities, as well, including backstage tours, lectures and weekend classes related to the plays being performed. Some events give audience members the opportunity to talk with actors, directors and playwrights.

Contact: 800-219-8161; osfashland.org.

—Ayan Sheikh

MOSCOW, ID

Pioneers of jazz



Legendary saxophonist and composer Benny Golson—who wrote the score for *M*A*S*H* and many other TV series and films—will be among the headliners at this year's Lionel Hampton Jazz Festival, February 19–22 at the University of Idaho in Moscow, Idaho.

With the theme "Pioneers of Jazz: A Legacy of Innovation," the 2014 festival, sponsored in part by Alaska Airlines, will also showcase musicians such as René Marie, recipient of the "Best International Jazz Vocal CD" award from the Académie du Jazz in Paris for "Vertigo," and

the Grammy-nominated Yellowjackets ensemble, known for its contemporary jazz.

Additional performers will include pianist Josh Nelson; bassist Shawn Conley; guitarist Bruce Forman; drummers Kevin Kanner and Jason Marsalis; the Eddie Palmieri Latin Jazz Septet; jazz singer Sheila Jordan; and lauded 21-year-old saxophonist Grace Kelly, who represents the continuing evolution of jazz. The Lionel Hampton Youth Jazz Orchestra, featuring notable college students, will perform alongside some of the guest artists. The jazz fest, founded in 1967, provides opportunities for promising elementary, middle school, high school and college students to learn from jazz masters and to perform in student concerts. All festival concerts—whether student (free) or professional (ticketed)—are open to the public.

During numerous festival workshops, many of which are also open to the public (may be a nominal fee), featured artists will play, sing and tell stories, or provide tips on aspects of jazz music such as drumming techniques. Contact: 208-885-5900; uidaho.edu/jazzfest.

—Ayan Sheikh

AROUND THE ROUTE SYSTEM

news¬es

- This year's Portland Arts & Lectures series includes cartoonist/graphic novelist Chris Ware, Feb. 18; U.S. Supreme Court Justice Sonia Sotomayor, March 11; and Latina writer Julia Alvarez, April 3 (literary-arts.org).
- The exhibit "Under Pressure: Contemporary Prints from the Collections of Jordan D. Schnitzer and his Family Foundation" is on view at the Missoula Art Museum, Feb. 18–June 1. The exhibit features more than 100 prints



from some of the world's greatest post-WWII artists, including Roy Lichtenstein, Jasper Johns, Robert Rauschenberg and Damien Hirst (missoulaartmuseum.org).

■ Nearly 180 wineries from 14 wine-producing countries around the world will be pouring wines during the Vancouver International Wine Festival in British Columbia, Feb. 24–March 2 (vanwinefest.ca).

■ National and emerging artists will perform during the Treefort Music Fest in Boise, ID, March 20–23 (treefortmusicfest.com).

■ The Mammoth Winter Biathlon, billed as "America's Largest Winter Biathlon," will take place March 21–23 at Mammoth Mountain, CA, and will include clinics and races (mammothbiathlon.org).



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Historic Monterey

By David Armstrong



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Standing near Point Pinos Lighthouse on the Monterey Peninsula, I am captivated by the view of the Pacific Ocean that lies before me.

The smell of salt water, the sound of the surf and the sight of seagulls wheeling overhead, riding wind currents that are also rustling nearby stands of twisted cypress and towering pines, all combine to make this an enchanting location.

I am keenly aware of the history of this site. The lighthouse, which was completed in 1855, is the oldest continuously operating light beacon on the Pacific Coast of the United States. Volunteers from the Heritage Society of Pacific Grove are busy restoring the structure, including removing, painting and reinstalling wood-framed windows; updating plumbing; and rebuilding masonry chimneys on the granite building, whose constantly shining navigational light sits atop a concrete tower.

The 1855 Point Pinos Lighthouse on the Monterey Peninsula is the oldest continuously operating lighthouse on the Pacific Coast of the United States.

During the restora-

Monterey County Attractions

Monterey County is known for its unique natural setting, dazzling views and abundant wildlife. The following are some of the other great attractions to enjoy while visiting the area.



Pacific Grove Golf Links.

Golf: Monterey County is home to more than 20 golf courses and is one of the nation's top golfing destinations. While the world-famous Pebble Beach Golf Links tends to receive most of the attention, players may want to add to their list the Bayonet and Black Horse courses: 36 holes of narrow fairways and deep pot bunkers that offer some of the area's most challenging golf and wonderful coastline views (bayonetblackhorse.com).

17-Mile Drive: One of the nation's most famous road trips, this toll route offers spectacular views of the rugged coastline as it winds along cliffs and by the seaside communities of Pacific Grove, Pebble Beach and Carmel-by-the-Sea. Don't miss the iconic views of Point Joe, The Lone Cypress and Pescadero Point (seemonterey.com)

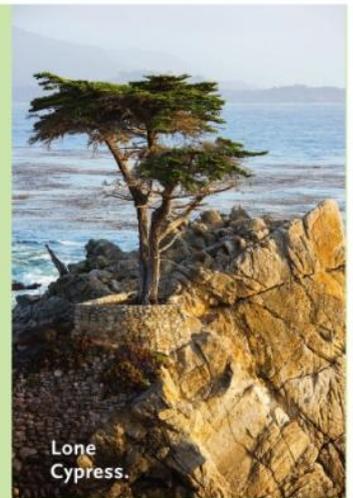
Point Lobos State Natural Reserve: About three miles south of Carmel-by-the-Sea is

Point Lobos, the site of a marine reserve, beaches, fascinating rock formations and numerous hiking trails. The area is home to abundant wildlife, including sea otters, and offers amazing views in a unique landscape (pointlobos.org).

Pebble Beach Food & Wine: This four-day food festival is a star-studded major culinary event in which about 250 wineries and 75 well-known chefs gather to offer wine tastings, cooking demonstrations and unique dining opportunities. This year's festival will be April 10–13 (pbfw.com).

National Steinbeck Center: The Salinas museum offers a glimpse into the life of the native son and Nobel Prize-winning author, with personal belongings and

To page 18.



Lone Cypress.



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tion, which is scheduled to take about 10 years, the lighthouse is typically open Thursdays through Mondays from 1 to 4 P.M. The wind-and-water-weathered white exterior is small but impressive, while the interior features interesting sections such as the radio room, with its mid-20th century electronics and heavy wooden desks, and the compact living quarters for the lighthouse keepers of old. (In 1975, the light became automated, so a live-in lighthouse keeper is no longer necessary.)

Only about 100 yards from the lighthouse is the eye-pleasing Pacific Grove Golf Links, an 18-hole, par-70 layout owned by the city of Pacific Grove. The course's tree-fringed front nine, which opened in 1932, was designed by H. Chandler Egan, a two-time winner of the U.S. Amateur Golf Championship and a team-gold/individual-silver medalist at the 1904 Olympics.

The back nine, opened in 1960, is a Scottish-style links layout that is bordered by sand dunes, which are now being replanted with native vegetation. These holes were designed by five-time California-amateur champion Jack Neville, who also designed Monterey Peninsula's famous Pebble Beach Golf Links, one of the world's most famous layouts and a host course for the annual AT&T Pebble Beach National Pro-Am tournament.

Pacific Grove Golf Links' signature hole is the par-5 513-yard 12th. I've been told the challenge is staying out of the sand dunes—or not being distracted by breaching whales in winter. The views of the ocean—and the fee of just \$52—have led to the course's reputation as a moderately priced alternative to the legendary Pebble Beach layout.

The Pacific Grove Golf Links and the Point Pinos Lighthouse are just two of the many outstanding historical attractions in Monterey County, where numerous heritage sites are open to visitors. Major cultural events also have illustrious histories, including the esteemed Carmel Bach Festival (July 19–August 2 this year), which was first held in 1935, and the enduringly popular Monterey Jazz Festival (September 19–21 this year), which began in 1958 and has helped launch numerous musical careers.

I first toured the area's historical sites during my initial visit to Monterey County in 1973. On that trip I stopped at the Carmel Mission in what is now the town of Carmel-by-the-Sea. Officially named San Carlos Borroméo de Carmelo Mission, the active Roman Catholic church was founded by Spanish Franciscan Father Junipero



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From page 15.

information about John Steinbeck and the inspiration for his writings, which include *East of Eden*, *Grapes of Wrath* and *Of Mice & Men* (steinbeck.org).

Monterey Car

Week: Classic and unique automobiles from around the world will be on display at various locations on the Monterey Peninsula August 11–17. The week's final

event is the Pebble Beach Concours d'Elegance, in which 200 of the world's top collector cars compete for top honors at the Pebble Beach Golf Links (montereycarweek.com).



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Serra in 1771. Services and weddings coexist comfortably with curious history buffs, such as me, who are welcome to stop by and tour the parish, museum and grounds. The mission church—one of 21 built from San Diego to Sonoma in California—is an extensively rebuilt and restored adobe building. It is a modest church with wooden pews; a high, vaulted ceiling; and white walls. I traced my fingers over the smooth walls—figuratively and literally in touch with the past.

During our current visit, my wife, Georgina, and I have plans to visit several more historical attractions, ranging from Monterey's Custom House, which was built in the 1820s and is the oldest government building in present-day California, to the repurposed former seafood factories of Cannery Row.

From the lighthouse we drive to our hotel, La Playa Carmel, which sits just two blocks from the white sands of Carmel Beach. As we enter the hotel, it feels as if we are literally checking into history.

The main lobby and a handsome tiled staircase leading to the second floor are original elements of the 1905 mansion built by artist Christian Jorgensen for his bride, Angela Ghirardelli, a member of San Francisco's famous chocolate-making family. The couple left the area four years later, and in 1916, the home was converted into a hotel. La Playa's history and that of Greater Monterey County are promi-

KIMBALL STUDIOS/PEBBLE BEACH CONCOURS D'ELEGANCE



Above: Point Lobos State Natural Reserve offers many walking trails that wind along the rugged coastline.

Left: A 1939 Packard 1108 won the Concours d'Elegance competition in 2013.

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Carmel-by-the Sea's San Carlos Borromeo de Carmelo Mission was founded by Spanish Franciscan Father Junipero Serra in 1771. It remains an active church, welcoming history buffs and worshippers alike.

nently featured in photos and maps in the hotel's public rooms and hallways. Over the years, La Playa has been expanded and updated, including a major refurbishment in 2012. The hotel includes 75 redecorated guest rooms; an expansive, landscaped outdoor courtyard; and a swimming pool. The hotel

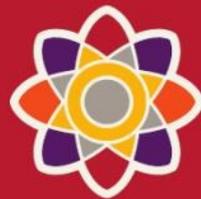
bar's beautiful, dark-wood paneling evokes an exclusive high-end club. I enjoy examining the posters and covers of periodicals from the early 20th century that are framed and mounted on the walls.

From La Playa, we stroll a few blocks through town to have lunch at one of our favorites—Casanova



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Restaurant. A woman known as Aunt Fairy Bird lived at this site in a small cottage for about 50 years. After she passed away in the 1960s, the building was converted into a restaurant and expanded. The front rooms of today's restaurant were the original cottage. These rooms are small, with low ceilings and



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wooden floors, and have an intimate feel. The food is excellent Mediterranean fare inspired by the fresh, seasonal village cooking of France, Italy and Spain. You don't have to know the history of the restaurant to enjoy the experience, but it's even better if you do.

The greatest concentration of historical places in the county is in the city of Monterey. Since the community's founding by Spanish explorer Gaspar de Portola and Father Junipero Serra, Monterey has been a fortress, major trading port and capital of the Spanish and Mexican province of Alta California. When California joined the Union in 1850, Monterey briefly served as the state capital. The city also was home to California's first printing press, first newspaper, first public library and first theater.

Globe-trotting Scottish author Robert Louis Stevenson stayed here for four months in 1879—in an adobe rooming house that's now part of the Monterey State Historic Park collection of buildings in Old Monterey. He described the city, in his memoir *Across the Plains*, as a largely poor town of muddy roads, broken sidewalks, and dank, dirty, unhealthy houses.

Were Stevenson to visit today, the author of such beloved classics as *Dr. Jekyll and Mr. Hyde*, *Kidnapped* and *Treasure Island* might recognize some of the surviving buildings, but he'd be surprised by their pristine state—and stunned by the prosperous city of nearly 30,000 that Monterey has become.

Historic buildings are found all around the town, with an interesting cluster at and near Custom House Plaza—also part of the Monterey State Historic Park—next to Fisherman's Wharf.

The circa 1827 Custom House, now a history museum, is typical of these heritage buildings: two-story adobe structures fronted by long, second-floor wooden balconies. The Custom House, which was used for clearing seaborne goods and assessing import fees, is where Commodore John D. Sloat raised the American flag in July 1846, claiming California for the United States.

From the plaza we drive across town to one of Monterey's most famous attractions—Cannery Row. The canneries, which processed the Monterey Bay sardine catch from World War I into the 1950s, were arrayed on and near Ocean View Avenue, right by the water. They were noisy and smelly, but they also kept jobs in the city, even during the Great Depression of the 1930s.

Nobel Prize-winning author John Stein-

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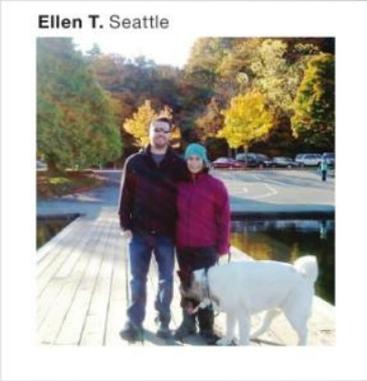
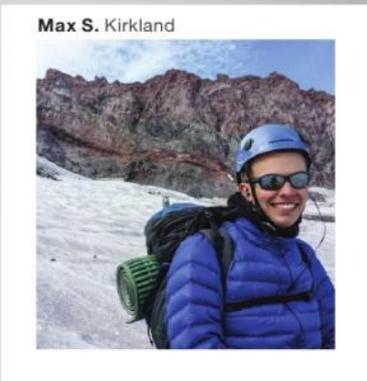
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beck, who grew up in nearby Salinas, immortalized the town's gritty waterfront in his 1945 novel *Cannery Row*. The book, which takes a clear-eyed but affectionate look at the outsiders who lived on the margins of society here, proved so influential that in 1958 the city changed the name of a four-block stretch of Ocean View Avenue to Cannery Row.

These days, the former canneries have been repurposed as restaurants, bars, a wax museum and souvenir shops selling items ranging from T-shirts to saltwater taffy.

For me, the most interesting aspects of the street are the remains of the original historic buildings. The interiors were gutted to accommodate the current tenants, but they retain the high ceilings and corrugated-metal siding of old. Outdoors, I gaze up at the metal sky bridges that spanned the street, connecting the buildings. Though they are no longer used, these half-dozen signature walkways—now structurally unstable—strongly evoke the bustling, industrial past, when canning operations were located on both sides of the busy street below.

At the north end of Cannery Row is the renowned Monterey Bay Aquarium. Celebrating its 30th birthday this year, the aquarium is located on Monterey Bay and is a short distance from the offshore Monterey Canyon, one of the deepest underwater canyons on the planet that reaches depths of 11,800 feet below surface level.

The aquarium is a fun and fascinating experience that educates visitors about more than 600 species of plants and animals, ranging from sea turtles to sharks. "The Jellies Experience," an otherworldly exhibition of translucent jellyfish, has proved so popular, it has been extended indefinitely. A new exhibition, "Tentacles: The Astounding Lives of Octopuses, Squid and Cuttlefishes," will open April 12. More than two dozen tentacled sea creatures will be rotated through the exhibit.

The aquarium is also known for its Seafood Watch program, which educates chefs and consumers about sustainable seafood choices.

Right next door to the aquarium, we snap photos of the weathered dark-wood building that once housed Pacific Biological Laboratories. This was the lab of Steinbeck's friend, visionary marine biologist and environmentalist Ed Ricketts, the model for "Doc," Steinbeck's main character in his 1945 novel.

The building's interior isn't customarily open to the public, but we wander through

Continued on page 72.

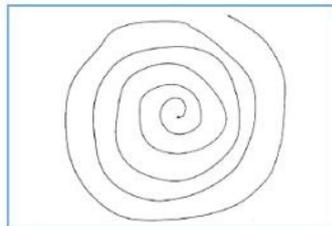
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Although I was proactive about fitness with regular weight lifting, cardio, and hiking, I felt that I'd hit a wall. As I began to research how I could manage aging, I began exploring who might be considered an expert in longevity. Having already had great experiences at PRO Sports Club, I was surprised to discover they also had an Anti-Aging Center.

My meetings with Anti-Aging Specialist, Dr. Joe Upton, were very frank and enlightening. Rather than the typical impersonal doctor-patient dialogue, I found his attitude to be warm and caring. The lab work and physical testing were more thorough than anything I've experienced. They have an entire group of people who support this effort – from registered dietitians to Pilates instructors and more. In my second meeting with Dr. Upton, I was handed a book about the state of my health – and I do mean a book! He took the time to go through all the tests performed and explained specifically how I could make a difference in my longevity.

I'm only six months into the program and enjoy seeing progress every week. I was stagnant before, and now I'm not. I see the difference in the mirror and feel the difference in my energy.

For the first time, I've noticed that my abdominal muscles are becoming defined, which is thrilling because I haven't seen them for 10 years. People comment that I look younger and that I look good (and they don't even know that I'm on this program). I've also noticed that I have more energy on hikes and, in general, I perform better. However, I'm most happy that I feel an increased sense of balance in my life.

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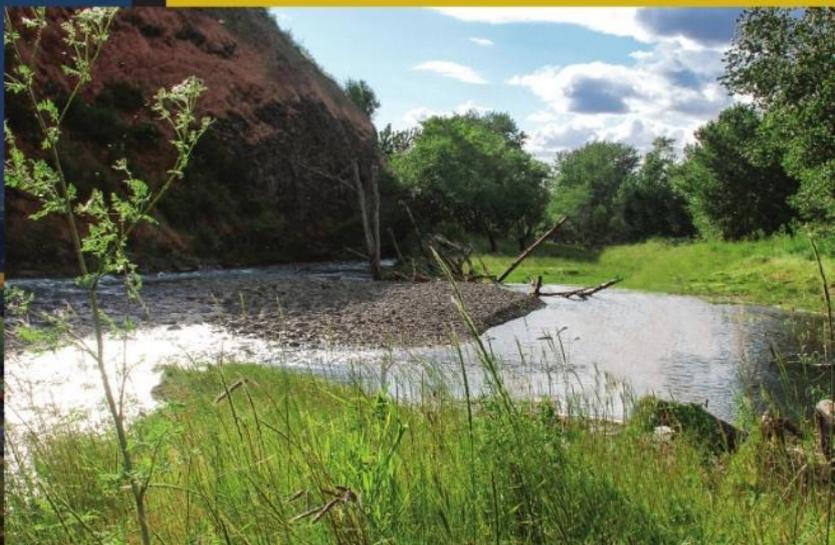
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A mill for a new century.

When Francis Luerssen III took over as facility technician at the Flour Mill, the 120-year-old brick building was something of a time capsule. Inside was a mishmash of machinery, old and new, cobbled together since renovations began to make it a retail space for multiple tenants about the time of the world's fair in 1974. Air conditioning units had been jammed in windows, and some were run all winter long. Machine timers were simply broken. Components of the HVAC system hadn't been touched in 30 years.

Luerssen found himself in the middle of it all, and he was prepared to take the aging facility into the 21st century—with some collaborative help from Avista. He had his work cut out for him. But as an ex-Navy man, he was used to getting things in shipshape condition.

Over time, he swapped out traditional lighting for LED and compact fluorescent bulbs, upgrading to T8 lamps and electronic ballasts in the

common areas. He mounted light sensors and timers outside and in the restrooms. Plus he installed insulation, included sealing walls penetrated by pipes with expanding foam and fastening weather stripping to all the entrances.

Luerssen's primary focus, however, was the aging HVAC system. He had to loosen valves and repair damper actuators that were stuck open or closed. He rebuilt steam traps,

Pictured above:
Francis Luerssen III
Facility technician
The Flour Mill
(Pictured with Avista Commercial / Industrial
Engineer Bryce Eschenbacher, on left.)



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Spokane

S6 DYNAMIC AND DISTINCTIVE

Discovering Spokane's vibrant neighborhoods.

| By Cindy Hval

S20 BUSINESS BENEFITS

Companies are thriving in Greater Spokane's many commerce clusters.

| By Jill Barville

Cover: Photo of downtown Spokane by Dean Davis Photography.

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Dynamic and Distinctive



Discovering Spokane's vibrant neighborhoods

| By Cindy Hval

Scenic Riverfront Park, with its iconic early 1900s clocktower, is one of the most popular sites in the downtown neighborhood.

With a soft purr, the spa chair comes to life, massaging my back as a talented nail technician transforms my tired toes with a foot rub and a coat of sparkling scarlet polish. I'm relaxing at Spa Paradiso, where before my pedicure, I enjoyed a 25-minute upper-body massage and felt the tension in my neck and shoulders melt away.

The luxury spa, with its sleek, modern, charcoal-and-white exterior and interior, is a popular addition to one of Spokane's newest neighborhoods: Kendall Yards. The first phase of the multiuse Kendall Yards development, designed as a pedestrian-friendly community, opened in 2010, with an estimated completion date for the whole project of 2025. Composed of townhouses, apartments and



MARK WAGNER / WIKIMEDIA COMMONS

businesses, Kendall Yards sits on a bluff on the north bank of the Spokane River, only about a half-mile walk to or from the bustling heart of downtown Spokane.

A recently completed 1.5-mile extension of the Spokane River Centennial Trail from the Post Street Bridge to North Summit Boulevard helps to connect Kendall Yards with the downtown core, and also offers a stunning vista of Lower Spokane Falls. The 37.5-mile Spokane River Centennial Trail connects with the North Idaho Centennial Trail at the Idaho border, and together the trails span more than 60 miles, linking the Spokane and Coeur d'Alene communities.

After my spa visit, I walk next door to the Central Food restaurant, where my husband, Derek, joins me for lunch. Our table provides a spectacular view of the Spokane River just below us. As we sip house-bottled cocktails with a refreshing fizz (a Paloma for me, a John Collins for him), young ospreys swoop down outside the window, trying to snag a fish or two. Their nest is perched atop a telephone pole just outside the restaurant.

Central Food owner/chef David Blaine visits our table and smiles at the ospreys' antics. He says this is a great example of Spokane's slogan: "Near Nature. Near Perfect."

Menu choices range from a wild-mushroom crepe to beet salad, but when Blaine mentions he's been babysitting brisket in his smoker all night, Derek immediately orders a brisket sandwich with a side of sweet potato jo-jos. After just a few bites, he concludes: "The best brisket I've ever had!"

I offer him a taste of my Korean pulled-pork sandwich, featuring slow-braised pork shoulder, turmeric onions and Sriracha mayo. Closing his eyes, Derek savors the bite. "There are so many good flavors in my mouth!" he exclaims.

We usually forgo dessert at lunch, but our server tells us the kitchen just made a batch of fresh rhubarb sorbet, and Derek

RECREATION OPPORTUNITIES

Here are a few of the Spokane area's many attractions.

Sporting Events

- **Langlauf 10K Ski Race, February 9** (spokanelanglauf.org or spokanenordic.org): Celebrating its 36th year, Langlauf draws cross-country enthusiasts of varying ages and from across the country to Mount Spokane State Park.

- **Lilac Bloomsday Run, May 4** (bloomsdayrun.org): More than 50,000 runners, walkers and joggers are expected to enter the 12K race, which will be marking its 38th year in 2014. The run attracts world-class athletes, as well as casual participants who enjoy the festival atmosphere.

- **Hoopfest** (shown at right), **June 28 and 29** (spokanehoopfest.net): The biggest three-on-three street basketball tournament in the



COURTESY: HOOPFEST

world, Hoopfest, celebrating its 25th tournament this year, typically features more than 7,000 teams, 3,000 volunteers, 225,000 fans and 450 courts spanning 42 city blocks.

- **Professional sports teams** in Spokane include the Western Hockey League Spokane Chiefs (spokanechiefs.com), the Arena Football League Spokane Shock (spokaneshock.com) and the Minor League Baseball Spokane Indians (spokaneindians.com). →

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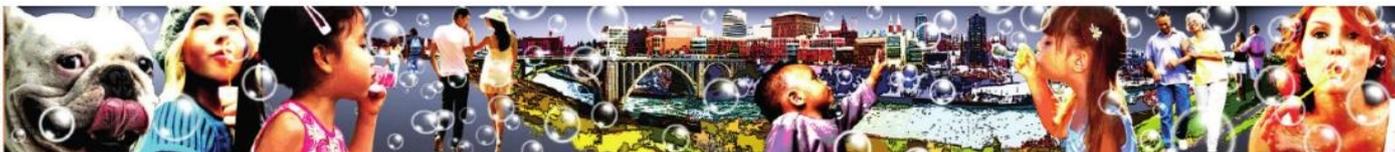
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knows my weakness for all things rhubarb. The sorbet provides a sweet/tart ending to a delightful meal.

As we're leaving, our server gives us some unusual advice: "Don't forget to check out the restrooms."

Curious, we do as she suggests and discover an amazing 77-foot-long mural lining the hallway leading to the restrooms. Created by brothers Cain and Todd Benson, the brightly colored artwork features adults and children blowing bubbles that float throughout the piece, passing iconic Lilac City landmarks. The Bensons call the mural *Love Letter to Spokane*, a reflection of their affection for the city that's been the Canadians' home for the past 10 years, since they moved here to be close to

family members.

The mural conveys Spokane's vibrancy—a vibrancy that is enhanced by the unique cultural, historical, retail and dining attractions in neighborhoods such as Kendall Yards, downtown Spokane, Browne's

Addition, the South Perry District, the University District, the Garland District and historic Hillyard.

"Our region's distinctive neighborhoods are part of what creates the great cultural fabric

that locals and visitors love," says Cheryl Kilday, president and CEO of Visit Spokane. "It's exciting to see these neighborhoods defining their unique personalities through shops, restaurants, restored historic sites and local events that offer so much to everyone."

Downtown Spokane

After lunch, Derek returns to work while I head to the city center. The first thing I do downtown is take a long stroll through Riverfront Park to burn off lunchtime calories. The 100-acre park offers plenty of room in which to stretch my legs. I pause to watch a family board the SkyRide Over the Falls, named one of the "incredible gondola rides" in the world by *Condé Nast Traveler*. The lilac-colored gondolas travel past Spokane's Art Deco City Hall, then gradually drop down 200



Top and above: Attractions in the new Kendall Yards neighborhood include the colorful mural at Central Food and the modern Spa Paradise. Right: The scenic SkyRide Over the Falls in downtown Spokane.

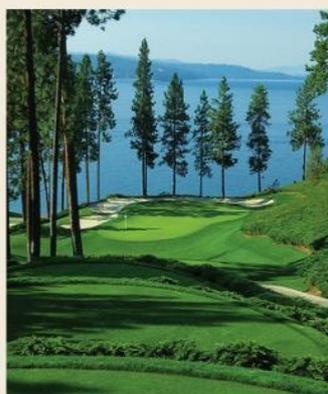


Outdoor Fun

- **Skiing** (skinwrockies.com and schweitzer.com): Many unique alpine resorts are located within 200 miles of Spokane, offering a variety of winter recreation. For instance, visitors will find great skiing at 49° North, Lookout Pass, Mt. Spokane Ski & Snowboard Park, Silver Mountain and Schweitzer Mountain.

- **Golfing** (golfinspokane.com and spokanegolf.org): The Spokane area boasts nearly three-

dozen courses and averages 260 days of sunshine a year in which



to enjoy the game. Public courses include the city of Spokane's award-winning, par-71 **Indian Canyon** and popular par-70 **Esmeralda**, and Spokane County's par-72 **MeadowWood** course. Indian Canyon, located atop a canyon wall, features towering pines, with elevated greens over a hilly 6,255 yards. Esmeralda, 6,249 yards, offers open space and flat fairways lined with more than 2,000 trees. MeadowWood is a 6,874-yard links-style

course with strategically placed trees and hazards. As is the case at many Spokane-area courses, greens fees at Indian Canyon, Esmeralda and MeadowWood are \$35 or less. Resort golf is available at two world-renowned Northern Idaho layouts: **The Coeur d'Alene Resort Golf Course** (shown at left; cdaresort.com/discover/golf) on Lake Coeur d'Alene, and the **Circling Raven Golf Club** at the Coeur d'Alene Casino Resort Hotel (cdcasino.com/golf). →

feet over Huntington Park before crossing the Spokane River to provide a close look at Spokane Falls. The gondolas also travel under the arched Monroe Street Bridge, which at nearly 281 feet was the third-longest bridge in the world when it was constructed in 1911, according to bridgehunter.com.

After the bridge, the gondolas do a U-turn to come back to Riverfront Park, which is famous for its 1909, hand-carved, wooden Loeffl Carousel, and which also

delights visitors with an ice-skating rink, open late October to early March; IMAX Theatre, open March through September; and year-round miniature golf.

Another place to enjoy exceptional views of the Spokane River and its falls is Anthony's at Spokane Falls, on the north bank of the waterway. The restaurant is known for its fresh Northwest seafood and produce.

South of the river, the River Park Square shopping center has tenants that

include brand-name and boutique stores; an art gallery; a 20-screen movie theater; the Mobius Children's Museum (across the street is the Mobius Science Center); and the Arbor Crest Wine Cellars tasting room, showcasing award-winning wines from Washington state vineyards. The Arbor Crest tasting room is one of more than a dozen downtown tasting rooms and wine bars, which means there's frequently an opportunity to try a new wine as well as sip an old favorite.

For Derek and me, downtown favorites come in many forms: a luxurious room at the beautifully restored Davenport Hotel, which dates back to 1914; haute cuisine at Santé Restaurant & Charcuterie; concerts at The Knitting Factory; the Best of Broadway series at the INB Performing Arts Center; and Spokane Symphony performances in the restored 1931 Art Deco Martin Woldson Theater at The Fox. This season, we're especially looking forward to the symphony's "SuperPops 4: A Symphonic Night at the Movies" on February 15 and "Classics 8: Enchanted by Mozart" on March 15 and 16.

Browne's Addition

The Northwest Museum of Arts & Culture (the MAC), which has five exhibit areas, is the best place to launch an exploration of Browne's Addition, a neighborhood slightly west of downtown Spokane.

**Established in 1883,
Browne's Addition is one
of Washington state's
oldest neighborhoods.**

The MAC's collection includes more than 68,000 objects from four continents, with a focus on the regional history, tribal heritage and art of the Inland Northwest. Especially notable is the world-class collection of Columbia Plateau Indian artifacts, and art by contemporary American Indian artists such as Lillian Pitt, George Flett and Rick Bartow.

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My only regret is I didn't contact the Spine Institute sooner! I didn't have to exist with that pain as long as I did! No-one has to live like that.

Amy Klingele



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My friend Jill and I are intrigued by a woven-cornhusk bag used by Chief Spokane Garry (ca. 1811–1892), of the Middle Spokane Tribe, to store food items and personal possessions. Also of particular interest is the Tudor Revival–style Campbell House from the early 1900s, designed by renowned Spokane architect Kirtland Cutter for mining magnate Amasa Campbell.

On February 22, the museum will open the exhibit “100 Stories—A Centennial Exhibition,” which will run through February 2016 as the Eastern Washington State Historical Society, doing business as the Northwest Museum of Arts & Culture, celebrates its 1916 founding. “100 Stories” celebrates the MAC’s role in preserving and interpreting the history of the region.

Forrest Rodgers, the museum’s executive director, says the exhibition “will be a look back at the century and a look ahead,” and will be a multisensory experience, including storytelling by tribal elders and traditional-craft demonstrations.

After exploring the MAC, we pick up a brochure, produced by the museum and available in its lobby for a nominal fee, that outlines a self-guided walking tour of Browne’s Addition, which

was named for the late-1800s land owner, lawyer John J. Browne. Forty-five properties are highlighted with detailed line drawings and short descriptions. Established in 1883, Browne’s Addition is one of Washington state’s oldest neighborhoods. In 1976, the area was designated a National Historic District on the National Register of Historic Places.

The walking tour takes us past beautiful homes such as the late-1800s Patsy Clark Mansion, which has approximately 30 rooms, with each major room featuring a different architectural style. We also visit 10-acre Coeur d’Alene Park—created in the late 1800s, and the city’s oldest park—which hosts several festivals and summer concerts each year. The recently refurbished gazebo is a replica of the original bandstand built a century ago.

The late-1800s Patsy Clark Mansion, built for mining millionaire Patrick “Patsy” Clark, is in the Browne’s Addition neighborhood. The mansion has nearly 30 rooms, many of them featuring different architectural styles.

All this walking makes us hungry, and fortunately, Browne’s Addition has several great restaurants to choose from. We finally settle on a neighborhood gem, The Elk Public House, located at

the site of the early 1900s Elk Drug Store. Jill enjoys a grilled-lamb sandwich while I indulge my love of Korean food with bulgogi tacos.

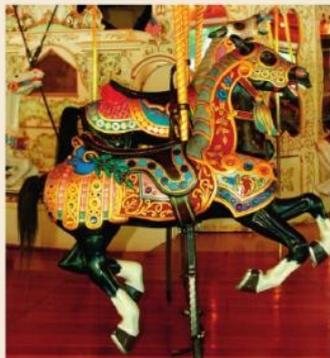
We continue our walking tour a few blocks south until we reach Cannon Coffee & Cone. This Browne’s Addition favorite serves locally roasted coffee, plus baked goods (including gluten-free and vegan), and ice cream crafted by local Brain Freeze Creamery. Two huge Salted Caramel Ice Cream cones provide the perfect coda to an amazing afternoon.

South Perry District

Casper Fry is one of the newest restaurants in the South Perry District, so Derek and I decide a meal here is a great way to begin our exploration of the area. Named for the great-grandfather/

- **Water Activities** (visitspokane.com/things-to-do/recreation): The Spokane River, Lake Coeur d’Alene and other area waters are open for activities such as canoeing, kayaking, fly-fishing and whitewater rafting. A variety of local outfitters guide tours.

- **Riverfront Park** (spokaneriverfrontpark.com): Located in the heart of Spokane, Riverfront Park offers 100 acres of enjoyment, from ice-skating in the winter to



picnicking in the summer. Be sure to take a spin on the historic Loeffl Carrousel (shown above), which has exquisite hand-carved

horses and various other animals.

- **Spokane River Centennial Trail** (spokanecentennialtrail.org): The Inland Northwest’s numerous hiking and/or biking trails include the Centennial Trail, which provides 37.5 miles of paved pathway following the contours of the Spokane River from the Idaho state line to Nine Mile Falls, Washington. The trail winds right through downtown Spokane and Riverfront Park.

- **Riverboat Cruises** (templins-

marina.com): Enjoy Spokane River cruises June through September aboard the *Red Lion River Queen*, a sternwheeler once used on the Mississippi. The riverboat leaves from the marina at Red Lion Templin’s Hotel on the River in Post Falls, Idaho, about 25 miles east of Spokane (Red Lion Hotels also has two properties near Riverfront Park in downtown Spokane).

- **Silverwood Theme Park and Boulder Beach Water Park** (silverwoodthemepark.com): →



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great-great-grandfather of the owners, Casper Fry serves farm-inspired American food with Southern flair. As we take our seats, we see Fry's image painted on the red-brick wall of the cozy dining room. A nearby chalkboard proudly lists the local purveyors of the restaurant's meat and produce.

Our server—clad in jeans with suspenders and wearing a feed-store apron—gives us a rundown of the classic cocktails offered. The restaurant also features an excellent selection of Washington wines. We choose nicely chilled glasses of For a Song Chardonnay from Washington's Columbia Valley American Viticultural Area (AVA). The crisp Chardonnay with hints of lime and orange peel makes a great accompaniment to our appetizer of Sweet and Spicy Shrimp. The crispy-fried wild-caught shrimp, served with charred green onion and sweet chile aioli, taste delicious and prove irresistible.

I haven't had fried chicken in years and am drawn to Jama's Fried Chicken for my main course. Our server tells us this recipe came from the chef's mom, for whom it was named. The first bite makes me glad I gave in to temptation. The crispy coating has a surprising hint of jalapeño, and the moist chicken from Heritage Naturals farm in Colville, Washington, is delicious. Parsnip mashed potatoes with sausage gravy complete this down-home meal.

Derek's choice of Pan-Seared Sea Scallops also meets with his approval. "I'm a connoisseur of scallops," he says, "and these are sweet and smoky."

Suitably sated, we wander through the neighborhood. Over the last decade, the South Perry District, located about two miles southeast of downtown Spokane, has been in the process of reinvention, from adding vintage-style lampposts to extensive retail and restaurant development. Sonora Smart Dodd, regarded as the founder of Father's Day—it was first celebrated in the United States in 1910, in Spokane, and after years of campaigning by Dodd and her supporters, it permanently became an official national and annual day of recognition in 1972—resided in the neighborhood with her husband. Their



COURTESY: CASPER FRY

Casper Fry, in the South Perry District, is one of the Spokane area's numerous new and notable restaurants.

1913 home is listed on the Spokane Historic Register, the Washington State Heritage Register and the National Register of Historic Places.

A host of eclectic shops and popular restaurants also beckons visitors. While I explore Title Nine, a women's sportswear shop, Derek, an avid bicyclist, visits Two Wheel Transit to check out the latest

bike gear. We both enjoy a visit to Lorien Herbs & Natural Foods, housed in the most recognizable South Perry landmark: the Cambren

Dutch Shop Windmill. The structure is a reflection of the novelty commercial architecture of the 1920s. Built in 1929 and listed on the National Register of Historic Places, the building originally housed a bakery and dairy shop that sold "Dutch Main" products.

South Perry highlights also include artisan pizza at South Perry Pizza (gluten-free crust available); ice cream at The Shop, a former auto shop/service station that's now a hip coffee house and music venue featuring the original auto-shop roll-up doors; and the Lantern Tap House, a neighborhood pub that recently expanded from a 12-seat bar to a full restaurant and has a large selection of locally crafted brews.

One of the Northwest's largest theme parks, Silverwood is located about 45 miles north-east of Spokane. Open May through October, Silverwood has more than 65 rides, shows and attractions, including legendary roller coasters and waterslides.



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Arts & Culture (MAC) (shown above; northwestmuseum.org) to seeing a play at one of the city's premier theaters (visitspokane.com/things-to-do/arts-entertainment), to enjoying concerts at the

Indoor Fun

• **Cultural Attractions:** From exploring the acclaimed **Northwest Museum of**

upscale Northern Quest Resort & Casino (northernquest.com), visitors will find many cultural opportunities in Eastern Washington's hub of arts and entertainment.

• **Shopping** (visitspokane.com/things-to-do/shopping): Whether you're looking for finds at local boutiques or brand names at expansive shopping centers, Spokane has something to meet your needs. Various shops are even tucked inside

renovated historic buildings. Major retail destinations include the **Flour Mill, Liberty Building** and **River Park Square**.

• **Wine Tasting** (visitspokane.com/things-to-do/wineries): More than 20 wineries in the Spokane area make the region a popular destination for wine lovers. Tours and tasting rooms are available in downtown Spokane as well as in the surrounding area.

—C.H.

University District & Vicinity

Sunlight sparkles across the Spokane River as I rest my paddle to take in the view. There are plenty of ways to explore the University District, just east of the downtown core, but a kayak float on the Spokane River has to be one of the most fun.

Our guide, Ryan Griffith, outdoor-recreation-program supervisor for City of Spokane Parks & Recreation, met us at the parking lot of the McKinstry Innovation Center (where entrepreneurs are developing new technologies in sectors such as clean technology, education, high tech and life sciences), which provides kayak access to the Spokane River with no fees. Spokane Parks, whose outdoor programs range from snowshoeing to bicycling, offers float trips of varying durations and destinations for small and large groups. The sit-on-top kayaks used on the river tour, typically offered in the summer, are ideal for beginning kayakers like Derek and me.

After carefully listening to Griffith's safety instructions, we donned our life jackets and headed to the river for our half-day excursion. Now we leisurely paddle as silvery rainbow trout dart beneath our kayaks and ospreys soar overhead. The river eddies in spots, swirling around willow saplings and marshy grasses dotting the shoreline.

We leisurely paddle as silvery rainbow trout dart beneath our kayaks and ospreys soar overhead.

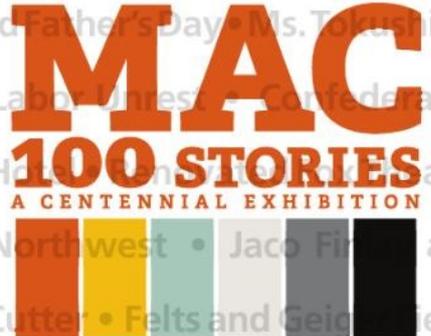
On the south bank of the river we glimpse Riverpoint Campus, the location of Washington State University Spokane, with its striking contemporary architecture; Eastern Washington University Spokane; a branch of Whitworth Univer-

sity; and the main offices of Community Colleges of Spokane. On the north bank shines the copper spire of Gonzaga University's Jundt Art Museum, while students studying on the lawn near the Gonzaga School of Law shout friendly greetings to us.

All too soon, it's time to leave the water, so Derek and I are glad we decided to make land visits to several of the places we saw from the river. We take a stroll through the beautiful tree-graced Gonzaga campus, home of the nationally recognized Gonzaga Bulldogs men's and women's basketball teams.

Any visit to the campus should include a stop at the Jundt Art Museum, whose blown-glass collection—nearly 40 pieces by Dale Chihuly—wows us, especially the stunning, conical *Gonzaga Red Chandelier*. The exhibit "What is Art? Visual and Material Culture from the Permanent Collection," on view at the museum through March 8, showcases works by famous artists such as Chihuly, Albrecht Dürer, William Hogarth and Rembrandt van Rijn,

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COURTESY: NO-LI BREWHOUSE

The University District's No-Li Brewhouse is known for craft beer featuring local ingredients and creative labels.

along with "objects by unidentified, ethnic, contemporary or lesser-known artists."

Other universities also have interesting art exhibits open to the public. For instance, Whitworth is exhibiting "Ceramics Invitational: Terry Gieber, Gina Freuen, Lisa Nappa, and Chris Tyllia," February

18–April 4, at the university's main campus, less than 10 miles north of the University District.

Clover, a two-story house across the street from the Gonzaga University campus, has quickly risen to the top of the Spokane restaurant tier. The restaurant is known for its mastery of the mixology arts and was included in *Food & Wine's* "Cocktails 2013" list of Top 100 New American Bars.

I'm delighted to discover a Rhubarb Daisy on the drinks menu. The tart blend of gin, lemon juice, housemade rhubarb syrup and grenadine tickles my palate. Derek chooses a glass of Syrah from Washington's Maryhill Winery to go with his Smoked Salmon Chowder appetizer, served in a tasty petite bread bowl.

For the first course, I start with a light and fresh grilled-asparagus salad, saving room for the main course, a grilled 12-ounce ribeye, dry-aged in-house for 14 days, and served with horseradish-Gorgonzola sauce and a poblano stuffed with mashed potatoes. The perfectly prepared

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steak is flavorful and tender, and the accompaniment sizzles with the heat of the poblano and comforting warmth of the spuds.

Derek enjoys a new take on chicken breast. The moist bacon-wrapped chicken was pounded thin and filled with Kasseri cheese, Kalamata olives, tomato, red onion, garlic and oregano.

By the end of the sumptuous meal, we are ready to stretch our legs again. We stroll south to the No-Li Brewhouse, where glass windows near the bar offer a peek into the busy brewery. In April, No-Li received federal approval for the term and beer classification "Spokane Style," to refer to beer brewed and packaged in Spokane by Spokane residents, and using ingredients from the Spokane region. We watch the beer-making action for a bit, then take our Crème Ales to the patio, to gaze happily at the rolling river we kayaked earlier that day.

Another popular University District attraction is Dry Fly Distilling, a true craft distillery that produces award-winning vodka, gin, whiskey and bourbon. Tours are available by appointment to learn about the distilling process and try a sample or two, so Derek and I discuss when we can arrange a future visit.

Garland District

Laughing together over some lines in the movie we just saw, Derek and I, and our two teenage sons walk out into the fresh air of a blue-sky day, waiting for our eyes to adjust from the darkness of the Garland Theater. It can sometimes be hard for families on a budget to find fun things to do, but the Garland Theater, where a movie ticket is just \$4.50, and a bottomless bag of popcorn, \$6, fits the bill.

Located in the historic Garland District, about 2.5 miles north of downtown, the Art Deco theater opened in 1945, complete with congratulatory telegrams from Bing Crosby, Cary Grant, Dorothy Lamour, Bob Hope, Ginger Rogers and Eddie Cantor. Today it shows classic films and new releases.

The Garland District, which emerged in 1910, has evolved into a bustling shopping district filled with fun stores selling every-

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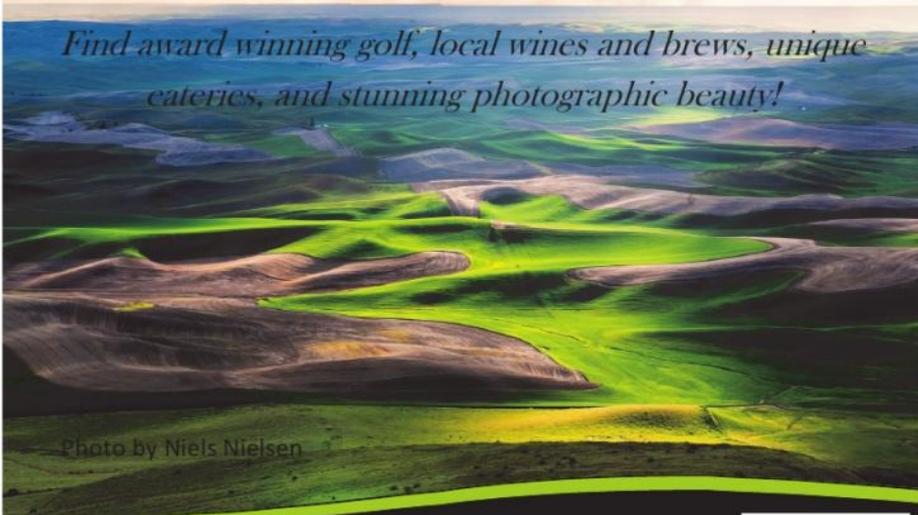


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The Milk Bottle, built in 1935 as part of the Benewah Creamery chain, is now a retro diner and Garland District icon.

guide that offers tidbits of historical interest about the neighborhood. For example, the Hillyard Laundry, built in 1906, was originally constructed and owned by a blacksmith, and later owned and operated by Japanese immigrants, and a nondescript wood-framed house was built in the 1890s for a railyard worker. Known in the early 1900s as the Square Deal Hotel boarding house, it's the oldest still-standing building in the district.

around a Great Northern railyard that closed in 1982, and the neighborhood was named after Great Northern Railway founder James Hill. Annexed by Spokane in 1924, the area is now synonymous with great antiques.

While paying for my earrings at the antique mall, I notice a walking

Across the street from the antique

thing from used books and clothes to clocks, fine art, guitars and pet items. Many businesses still have their original neon signs dating back to the 1950s.

My guys aren't big on shopping, so after the movie we head a block east to one of the most iconic and quirky buildings in Spokane: Mary Lou's Milk Bottle. In 1935, the Milk Bottle was built as part of the Benewah Creamery chain. It's now a fabulous retro diner with marble-covered tables and the creamery's original white, mosaic-tile floor. We contentedly slurp huckleberry milkshakes featuring the restaurant's own ice cream.

Another Garland family favorite is the Blue Door Theatre. Founded in 1996, the nonprofit is dedicated to the advancement of improvisation and the performing arts through innovative entertainment and education. The theater moved to the Garland District in 2002 and offers improv shows for general audiences on Fridays at 8 P.M. and shows recommended for those 15 or older (parental judgment advised) on Saturdays at 9 P.M. With tickets ranging from \$5 to \$9, it's one of the best deals in town.

Historic Hillyard

Happily, I clutch my find—a pair of funky Art Deco earrings, circa 1925, with sparkling purple stones in a faux-gold setting.

I've discovered these gems at the United Hillyard Antique Mall in the Hillyard Historic Business District, about six miles northeast of downtown. The area is a designated National Historic District. It's also referred to as the Market Street District.

Established in 1892, Hillyard grew up

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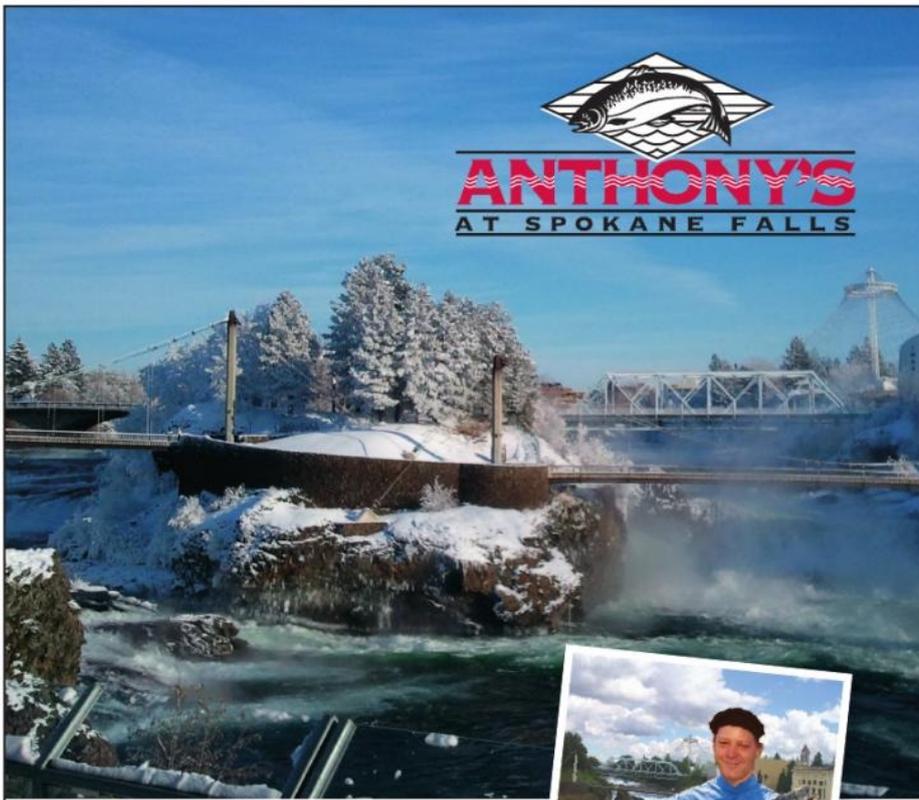
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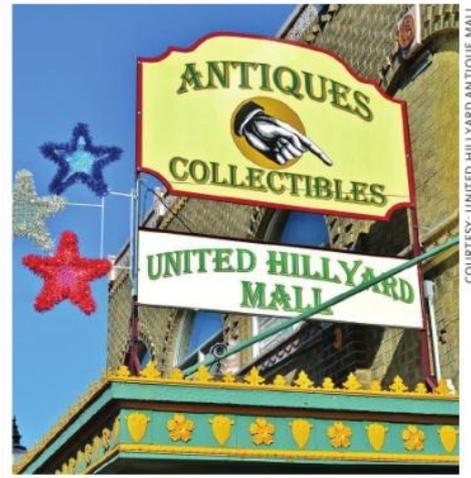
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COURTESY: UNITED HILLYARD ANTIQUE MALL

The Hillyard area is known for its antiques shops.

mall, Dogtown Mercantile has everything from vintage garden decor to neon signs to 3-foot-tall metal monkeys. Other stores, such as B&B Junk, O'Brien Used Furniture and Market Street Antiques, offer everything a collector could desire. China, Depression-era glassware, holiday items, and used books, records and toys abound.

The Hillyard Fire and Rail Museum is open to groups, by appointment, May to October, and to individual visitors on certain festival days. The museum includes a red caboose, two boxcars and a 1942 Pullman car on specially built tracks at Queen and Greene streets. In the caboose, a large, double-panel, sepia-tinted photo shows Great Northern Railway tracks stretching out as far as the eye can see, providing a good sense of the railroad's role in the history of this now hip neighborhood.

A CITY IS THE SUM of its neighborhoods, and in the Lilac City, these enclaves—with their revitalized areas, new attractions and intriguing repurposed historical buildings—indicate Spokane's pride in its past, enjoyment of the present and excellent prospects for the future. **S**

Writer *Cindy Hval* lives in the Spokane area.

Alaska Airlines (800-ALASKAAIR; alaskaair.com) flies daily to Spokane. For more information about recreation in the Spokane region, contact Visit Spokane, 888-SPOKANE; visitspokane.com.



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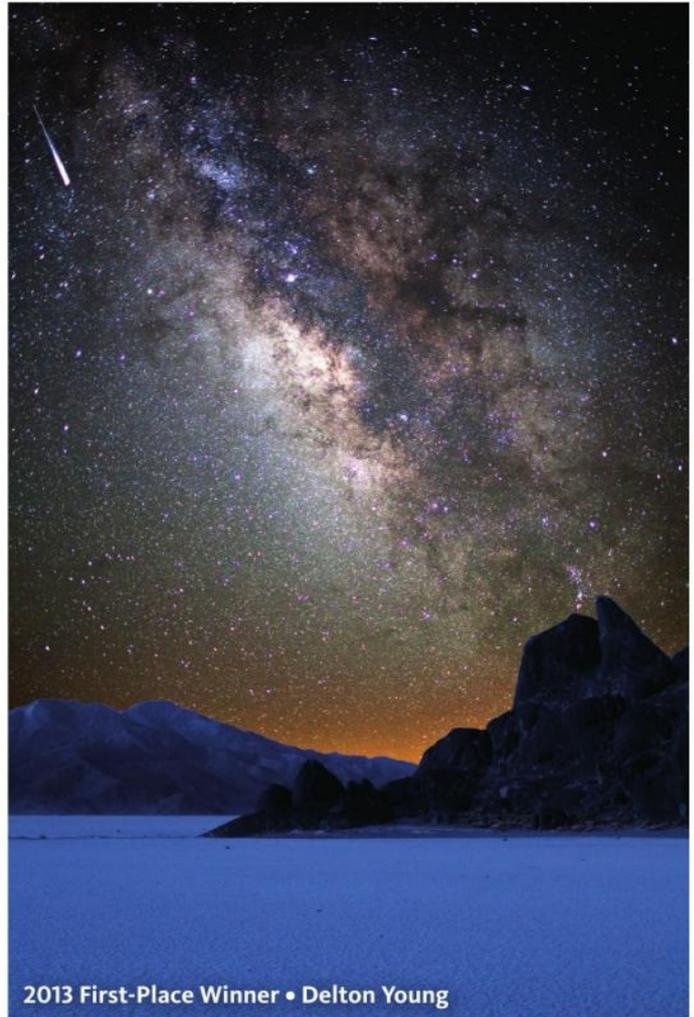
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Lisa Shaffer and Trixie.



Business Benefits

Companies are thriving in Greater Spokane's many commerce clusters

| By Jill Barville

In 2012, Lisa Shaffer combined her love of animals and her 20 years of bioscience experience to launch Paw Print Genetics in downtown

Spokane. The company meets a need for higher standards of genetic testing, screening and education in the canine world, helping dog owners identify preventive care that might benefit their pets, and helping breeders make the best decisions on potential mates, says Shaffer, who has four dogs: a dachshund named Trixie, and three mixed-breed rescues, Bruno, Gracie and Daisy Jane.

The entrepreneur previously achieved startup success as the co-founder, in 2003, of Spokane-based Signature Genomics Laboratories, a diagnostic genetic-testing company that was acquired in 2010 by Massachusetts-based PerkinElmer. Shaffer, who has a Ph.D. in human genetics, says she moved from a Southern city to Spokane in 2002 to take a position as a molecular biosciences professor at Washington

State University Spokane, attracted by the opportunities at the 55-acre Riverpoint Campus.

The campus is home to WSU Spokane, Eastern Washington University Spokane, Community Colleges of Spokane offices, and numerous health-sciences programs, including a medical-education program administered by the University of Washington. The campus has been gaining a reputation as a center of health-sciences instruction, research and entrepreneurship. It is part of the 770-acre University District, which also includes Whitworth University, Gonzaga University and various health-sciences startup companies.

Shaffer says that Spokane has numerous resources to support startups, including excellent assistance from community leaders, as well as facilities such as the University District's McKinstry Innovation Center, which is where Paw Print Genetics is based. "Spokane has a great business climate for

helping startups succeed,” she says. “I wouldn’t have a business anywhere else.”

Paw Print Genetics is one of the many companies growing and thriving in the Spokane area, says Rich Hadley, president and CEO of Greater Spokane Incorporated, Spokane’s nonprofit regional chamber of commerce and economic-development organization. From startups to large enterprises, the area is a boon for businesses, he says, adding that the health-sciences, manufacturing, information-technology and aerospace sectors are among those experiencing growth.

“We’re an affordable location in which to do business,” he says, “with a skilled, educated and innovative workforce; good neighborhoods; affordable housing; and a wonderful health-care system and quality of life.”

He adds that Spokane’s abundant natural resources and four-season recreation make it attractive to companies considering relocation. “We’re one of the nation’s best midsize cities, offering the ability to have a high-level company in a low-stress community,” he says. “It’s really an awesome place.”

Below, executives at small and large Spokane-area companies, from different sectors and various neighborhoods, talk about their flourishing businesses:

Lisa Shaffer, Founder and CEO, Paw Print Genetics, Health-Sciences Sector, University District, East End of Downtown Spokane.

Startup company, applying genetics research and expertise to dogs. Using a simple cheek swab, Paw Print provides genetic testing for inherited canine diseases for customers worldwide.

• What need are you filling with your service?

We save time, money and heartache for responsible dog owners and breeders. Understanding a dog’s genetic health helps owners make better decisions. One of our missions is to educate and inform people about inherited diseases so dog owners can anticipate medical problems and get preventive care if available.

For breeders, genetic testing helps when selecting a proper mate to produce the healthiest puppies, which then increases the breeding program’s value.

For those who train working dogs, such as guide dogs, border-patrol, police dogs or field dogs, the time and money invested is significant. You expect your dog to perform its job for several years. Genetic disease can end that career. By performing a genetic screen prior to selecting a puppy for training, you protect that investment. We also work with veterinarians to help diagnose

dogs that have symptoms of genetic disease, such as muscle wasting. For example, if a young dog has poor muscle tone, we can test for known genetic diseases that cause those symptoms.”

• What differentiates you from your competition?

The canine-genetics-laboratory industry isn’t regulated, and we saw this as a huge problem. We believe we have the only canine-genetics-testing laboratory run by a certified Ph.D. geneticist [Shaffer is board certified by the American Board of Medical Genetics]. All testing in our lab is done as if we were a regulated human-genetics laboratory. We know of no other canine lab that does this.

For each test we offer, we have identified the gene within the canine genome, identified the mutation as published in the medical literature, developed the test and validated it using genetic samples from dogs. We use two independent methods to evaluate each gene, which is required in human-genetics laboratories. To be valid, each test must confirm the findings of the other test. That makes our results the most accurate in the industry.

We also take extra precautions against cross-contamination of samples, required in the human-genetics-testing world but almost unheard of in the canine-testing world.

All results and reports are reviewed and signed by both a Ph.D. geneticist and a licensed veterinarian, and we provide a Canine Genetic Health Certificate [which shows the results of the tests that were run]. The certificate helps you

understand the potential genetic threats to your dog’s health, and helps you decide the dog’s proper mate if you have a breeding program.

• What skills do you look for in employees?

Having four major universities here makes hiring talent easy. We need people with a degree in a biological science, some experience with genetic methodologies



Paw Print Genetics Details

- Founded in downtown Spokane in September 2012.
- 11 employees.
- Can test for 115 different disorders in more than 200 breeds.

Thirty additional tests are undergoing rigorous research.

- Tests range from \$80 to \$380 (the most expensive one tests a Labrador retriever for 12 different gene mutations).

- Laboratory has 2,500-plus square feet, with two clean rooms.

- Paw Print Genetics has donated its services to help ensure that dogs in the Spokane Police Department’s K-9 Unit and the Spokane County Sheriff’s Office are free of genetic disease.

- Last year the Washington Biotechnology & Biomedical Association named Lisa Shaffer one of the “2013 Women to Watch in Life Science.”

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and an understanding of a small startup business. They must be willing to pitch in wherever needed.

• Where do you envision your growth coming from in the future?

We'll grow as demand for quality genetic testing grows. As people who buy dogs become more aware of the benefits of testing, a lot of them want to know the genetics of their dogs, so breeders want to do genetic testing. There are about 83 million dogs in the United States, and about 14 million of those are not spayed or neutered. Dogs sometimes have 10 or 12 puppies in a litter—the pet industry is a growth market.

Nate Batson, General Manager, Metal Products Division, Spokane Industries, Manufacturing Sector, Spokane Valley

Sixty-plus-year-old company, making metal products ranging from 42,000-gallon stainless steel wine-fermentation tanks to aviation defuelers in its three divisions: Steel Castings, Precision Castings and Metal Products. Spokane Industries has customers worldwide.

• What do you want to be known for?

Innovation and new products that set our customers apart in their industries and provide added capability. We just introduced and installed a red wine fermenter that provides automated removal of pomace [e.g., skins, pulp, seeds] at 14 Hands [a Washington state winery]. It's self-cleaning. This is the future of large-scale red wine production. It improves safety because workers



Spokane Industries products include stainless steel wine fermenters.

COURTESY: SPOKANE INDUSTRIES

don't need to enter the tanks to clean them and quality because it reduces tannins in red wine. We worked really closely with the winery. We do a lot of listening to the voice of the customer.

In the '90s, Fairchild Air Force Base [in the Spokane area] had a request for a bowser—a fuel tank on wheels. We took a look and got ideas and came back with a totally different product than they'd ever seen before. Our aircraft defuelers are problem solvers. The old-fashioned way to remove fuel was a bucket and screwdriver. On a windy day, that's not a pleasant experience. Our SealVac fuel-drain system revolutionized how you remove fuel from aircraft. It connects to the aircraft and sucks the fuel out. It can also filter the fuel and put it back in. It solved a problem in the flight line. We're always looking for a better way to do things.

• Where do you envision your growth coming from in the future?

The wine market is about 55 percent of our Metal Products Division business, and the craft-brew industry, which also uses stainless steel tanks, is increasing about 15 percent a year. Distilled spirits are taking off, too. We're making mash cookers, fermenters, mixing tanks and bottling tanks. Another area of growth is bio-based products such as biofuel. People want to make bioproducts in stainless steel tanks because they're sanitary.

• What differentiates you from your competition?

We custom-design and build. For Columbia Crest Winery [in Washington state], we made an inverted taper tank at the request of the head winemaker, designing it so the shape of the tank and the way the cap contacts the tank enable the winemaker to better influence color and flavor to improve quality.

Our fermenter for distilled liquor was designed jointly with Dry Fly Distilling in Spokane. They're an award-winning, respected distiller, considered the granddaddy of craft liquor. An endless stream of people want to see the distillery. We built that system. It's a great partnership.

• Are there any misconceptions about your product you'd like to clear up?

A lot of people think a tank is a tank. It's not. There's a lot more to it. Winemaking is a romantic art. Every little thing you change on a tank will change the product. The quality of the steel's welds

Spokane Industries Details

- Founded in Spokane Valley in 1952; second-generation family business with many second- and third-generation employees.
- 270 total employees, with 40 in the Metal Products Division, which has doubled in the last 10 years. Precision Castings and Steel Castings divisions are also growing.
- A March 2013 expansion in the Metal Products Division added 50% capacity and 55,000 square feet, with three new cranes to increase productivity.
- Between March and September each year, the company ships 160 to 200 large steel tanks to wineries.
- Has received recognition from numerous metals-industry-related sources.

Unhibernate in IDAHO.

If your local winter forecast is a daily rerun of cloudy with a 100% chance of perpetual drizzle, a little downhill therapy is the perfect treatment to cure what ails you and get the winter blahs out. Maybe a little unhibernation with a getaway to Idaho for some Vitamin ID can help rejuvenate you. Winters in Idaho are filled with weeks of clear blue skies, great snow and plenty of sunshine. With 18 ski

slopes there are plenty of après ski activities, inside and out, including art galleries, skating rinks, eclectic restaurants, pampering spas and more.

If you're looking for the most snow anywhere in the state, come to McCall and Brundage Mountain Resort. Situated on the southern shore of Payette Lake in the heart of the Payette National Forest, McCall has a rustic mountain-town feel yet the comforts of city living. Lodging

Mountains above Sandpoint with an average of 300 inches of annual snowfall and a stunning view of Lake Pend Oreille below. Nearby towns of Sandpoint, Priest River and Coeur d'Alene offer overnight lodging, gift shops, galleries, plus restaurants, cafes and bars.

Getting to Idaho for your Vitamin ID fix is easy. Just grab your gear, load up the fam and hit the road or hop on a short plane ride. Get ready to put your tray tables and seat backs



PICTURES: COURTESY OF SUN VALLEY RESORT

resorts throughout the state, Idaho offers a range of terrain, pricing and amenities to satisfy everyone's craving for bluebird days and Vitamin ID. And short lift lines mean you can make the most of your winter getaway.

Idaho is proud to be home to the country's first ski resort, Sun Valley, which attracts visitors from around the world. It has a cozy, Old World feel of a European alpine village paired with cosmopolitan sophistication. When you're off the

ranges from upscale on the lake to RV facilities and campgrounds in the pines. A short drive from McCall takes you to Brundage Mountain, packed with powder (320 inches annually) and wide, groomed trails.

To the north, Schweitzer Mountain Resort lies high in the Selkirk

in the upright position for some serious fun.

Escape endless doldrums and leave winter-as-usual behind. One word of caution: Vitamin ID straight from the Idaho mountains may be habit-forming, however side effects are undeniably positive.

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PHOTO BY SCHWITZER MOUNTAIN RESORT



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and finish is critical. Beer and wine and bioproducts all require an improved grade of finish. We make sure there are no pits or pockets where bacteria would love to grow.

Octavio Morales, COO and General Manager, TierPoint Spokane LLC, Information-Technology Sector, Liberty Lake

Ten-plus-year-old company, providing a range of cloud, co-location and managed-data services for industries ranging from insurance, medical and retail to legal, financial and government. The majority of the Liberty Lake-facility customers are in the Pacific Northwest.

• How and why did the company get started in this business?

The Spokane area is consistently ranked as one of the safest cities in the U.S. from a natural-disaster standpoint. It's low-risk for earthquakes, volcanoes, tornadoes and hurricanes. We thought Spokane would be an ideal location to host mission-critical IT [information-technology] infrastructure for businesses that can't afford downtime.

We built state-of-the-art data centers to ensure that data, systems and information hosted in our facilities are available 24/7. We're delivering uptime and peace of mind. Our facility is a data fortress. All systems have standby backups for protecting and routing information, and if there's a power failure, we generate our own power supported by diesel tanks.

Equipment is housed in cages with the environment controlled for temperature and humidity. Perforated tiles in the floor and ceiling push cold air through and hot air out. A matrix of laser beams detects smoke particles, oxygen content, heat or fire.

We use a closed-loop geothermal cooling system. Heat is absorbed into the aquifer, with no environmental damage. In the winter you could use cool air, but you'd be bringing in dirt and dust contaminants. This is a green alternative. We know of no other data center like it.

• What are your sales trends, and what do they show?

Since inception, TierPoint has grown significantly year over year. We're proud of



TierPoint Spokane LLC.

TierPoint Spokane Details

- Founded in Liberty Lake in 2003, TierPoint LLC (now TierPoint Spokane LLC) expanded in 2008 and 2011, adding two more buildings for a total of three in the Liberty Lake data-center complex.
- St. Louis-based Cequel III LLC, a partnership of several investment/equity firms, acquired TierPoint LLC in May 2012. In July 2013, Cequel-owned data centers in Texas, Oklahoma, Maryland and Washington state all began operating under the TierPoint brand.
- 25 employees in Liberty Lake.
- TierPoint meets the "SSAE 16 SOC 1&2 Audited" standard—a voluntary international auditing standard that TierPoint met by implementing specific guidelines and processes for facility maintenance and services; annual third-party audits prove that TierPoint stays true to the standard.
- Fortinet 2012 VIP Partner of the Year for the United States.

that. It's a market that's growing, and we're growing with it. That's because as a society we're hooked on IT. Because of that, we have more reliance on data, and it needs to be in a safe location.

• What need are you filling?

The beauty of cloud services is that the user can pay for IT services in the same manner they pay for utilities—a consumption-based model that's more cost-effective. Our customers don't need to invest in their own IT infrastructure. They're sharing cloud resources with other customers, allowing them to focus on what they do best.

• Describe Spokane's quality of life.

The Spokane area offers many of the amenities of a larger city while retaining a small-town feel. There are numerous parks and lakes, museums and other cultural opportunities available, without traffic, smog and chaos. The quality of life in Spokane is wonderful.

Juston Rouse, Vice President of Operations, WEMCO Inc., Aerospace Sector, West Plains Area

Twenty-five-plus-year-old company, building automated equipment such as equipment, made for a Boeing supplier, that can lift and

transport a 737 airplane wing across Boeing's manufacturing floor. WEMCO (Washington Equipment Manufacturing Company) also manufactures wing stringers, a structural part of an airplane wing. The company expanded into the aerospace sector about three years ago after a rich history of building customized machinery to provide cost-saving efficiencies in industries such as agriculture, mining, oil-field work and quarrying, which it continues to serve. WEMCO has customers worldwide.

• What are your growth and revenue trends?

We've doubled in employment and revenue since 2010, despite the overall downturn in American manufacturing. We used the downturn in the economy as a time to retool. We started buying up machines. We spent money on equipment while others ran for the hills. We asked, "What industry is still building?"

Aerospace-manufacturing companies had reduced the number of airplanes per month but were still investing in facilities and building equipment for planes they'd already started. So we bought up a bunch of CNC (computer numerical control) milling and lathe equipment, and got rid of our manual equipment. Moving to modern, computerized equipment allowed us to head out of the downturn into America's recovery period with a shop full of equipment and qualified employees ready to take on work that others were still trying to get set back up to do.

• Where do you envision your growth coming from in the future?

A lot of our growth will come from the airplane-manufacturing industry as more manufacturing companies go to composite airplanes [aircraft built with more composite materials such as fiberglass and carbon fibers to reduce weight]. Fuel-cost rise is driving this industry. Those companies have to change the way they



COURTESY: WEMCO INC.

WEMCO Details

- Founded in 1988 in Airway Heights. Expansion will relocate WEMCO in Spokane County's West Plains area (which includes Airway Heights and is also home to Spokane International Airport).
- Employs 38, with plans to hire an additional 10 employees when relocation-related expansion is completed this summer.
- Sales and revenue have consistently grown 12% to 18% each year since 2010.

make airplanes, and they'll need new tooling to do that.

WEMCO will also broaden our engineering services and the industries we serve. I see a coming change in the way automobiles will be made. Companies are testing new ways to manufacture cars out of aluminum panels rather than steel, and we're building test equipment for this industry now. If it succeeds, I see growth for us in this sector.

Also, with ever-growing emphasis placed on workplace safety, we see the use of automated equipment and crane-safety products increasing. We're structuring our business to take advantage of these markets. We provide automated tooling for fuselage assembly and disassembly, for example. This used to require workers to be in dangerous places and positions. Now it's safely accomplished from a control station.

• **What are your expansion plans, and what's driving expansion?**

We purchased, and are moving to our property, a 69,000-square-foot building from the former Kaiser Aluminum site [in North Spokane]. Recycling a building for our needs is a green approach. It will expand our square footage by 39,000 when we begin using it this summer. We'll be able to put two 100-ton cranes in it. We build heavy tooling equipment, and this makes it easier to move things. We are also adding an 18,000-square-foot building, expected to be completed in March, for painting and processing work, as well as a 20,000-square-foot building, expected to be completed in April, to house future manufacturing equipment. In addition, we've pur-

chased a CNC planing mill that will machine parts that are 11 x 50 x 8 feet. It's the largest CNC mill we know of in the Northwest, and we expect it to be online in July 2014, when we open the relocated and renovated Kaiser building. We'll be able to provide more cost-effective tooling for heavy industrial equipment. Our projects are big. A more cost-effective flow will make us more competitive.

Rhonda Elliott, President, North Star Equipment Inc., Small-Business Manufacturing Sector, Cheney

Approximately 40-year-old company, making pottery equipment for emerging and established ceramic artists in schools and studios around the globe. In the 1970s, founder Robert Creighton moved from Texas to Washington because he was attracted by the verdant landscape. In 1987, he met Rhonda Elliott, who became a co-owner in 1988. In 1991, the couple (who later married) moved to Cheney, which has good access to suppliers and to Spokane International Airport, which is less than 15 miles away. North Star has customers worldwide.

• **How and why did the company get started in the business?**

We're probably the oldest manufacturer of this kind of equipment in the United States. We started in Texas in the early '70s. My husband was a commercial potter and made his own studio equipment for himself on the side. In a pottery studio, people are divided into two camps. Throwers make their wares on a wheel,

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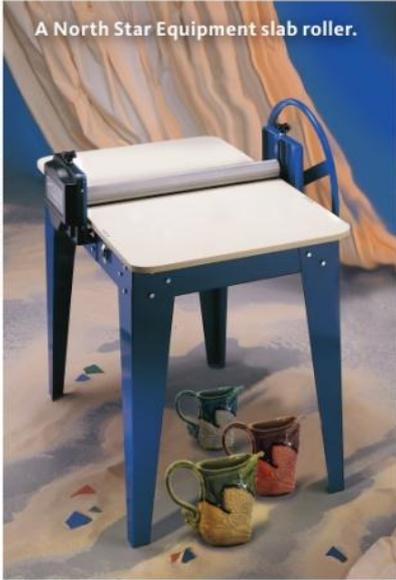
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North Star Equipment Details

- Founded by Robert Creighton in the early 1970s. Joined in business in the late 1980s by Rhonda Elliott.
- 11 employees.
- About \$1 million in annual sales.
- Prides itself on its long-term product guarantees, and on shipping 75% of orders within one working day; 97% within two working days.

A North Star Equipment slab roller.



and hand builders make them on a slab roller or extruder and build their wares entirely by hand. Equipment for hand builders didn't exist in the early '70s. You couldn't go to the store and buy it. He made his equipment for the need that he had. Then somebody who was a pottery supplier said, "Why don't you make one for me?" That's how it got started. Eventually,

Robert decided he didn't have the talent to be a potter, but he still made studio pottery equipment for other people.

• What need are you aiming to fill with your products?

We make what's called secondary studio equipment—slab rollers, extruders, ware carts and a variety of accessories that go with them—for the hand builders. It makes it way easier. Working with clay is difficult. It's heavy. It requires a lot of physical activity. It's helpful to have a machine that does different things to clay without the artists having to use their physical bodies. For instance, before Robert created his slab roller, potters would make slabs by repeatedly throwing the clay on the floor until it flattened out, or by hand rolling it with a rolling pin. Our slab roller looks like the ringer mechanism on an old ringer washing machine. It has two rollers, one on top of the other, to compress the clay. It takes very little effort. You turn a hand wheel.

• Describe the reach of your market.

We're in North America, Europe and Asia. We've also done business in Latin America and Australia. We've been shipping internationally practically ever since we've been in business. Worldwide there are less than 12 manufacturers of what we make. We mostly sell to distributors. About two-thirds of our end users are in education, and the rest are studio and hobby potters.

• Where do you envision your growth coming from in the future?

Things are finally starting to level out in regard to the recession. It was tough because one of our primary end-user markets is

schools with ceramics departments. All the states had budget problems. Unfortunately, when schools don't have much money, the art programs tend to suffer. It's a shame because arts in schools lead to more satisfied students who do better academically. There's just something about that kind of curriculum that helps them relax and feel part of the school. That transfers to the other classes.

As long as we have students at universities and K-12 schools, we'll be selling slab rollers and extruders, and new pottery enthusiasts are coming along every day. They're setting up their own studios or going into business or doing it as a hobby. As more people in general are getting involved in arts and crafts as a way to relieve stress, I think this business will continue to grow. **S**

Writer Jill Barville is also a regular correspondent and columnist for The Spokesman-Review.

Alaska Airlines (alaskaair.com, 800-ALASKAAIR) flies daily to Spokane. For more information on doing business in the Greater Spokane Area, contact Greater Spokane Incorporated, 800-SPOKANE; greaterspokane.org.

Interesting information about the Spokane area

- Business costs are 18% lower than the national average, according to data from Moody's Analytics.
- The cost of living is 5% lower than the national average, according to a 2013 third-quarter cost-of-living index created by the Council for Community and Economic Research.
- Spokane boasts the sixth-best commute time in the nation, according to 2010 statistics compiled by Bundle and TheStreet.
- Spokane has the nation's sixth-lowest natural-disaster risk, according to a 2011 ranking of 379 metro areas by Sperling's Best Places.
- Spokane has a large concentration of medical services, including major hospitals, and multidisciplinary health-care education and research at the Riverpoint Campus, including a mix of medical, pharmacy, dentistry, nursing and allied-health (e.g., speech-and-hearing sciences) programs and endeavors.
- There are more than 70,000 post-secondary students within a 75-mile radius, providing a skilled pool of potential employees.
- Spokane is one of the 15 happiest cities in the contiguous U.S., according to a University of Vermont study. Spokane is also on *Outside* magazine's list of "Best Towns 2013"; is No. 1 on 20somethingfinance.com's 2013 list of "Top 10 Cheapest Cities for New College Grads (& Everyone Else)"; and received an "Excellence Award" in 2013 for the city's integrated solid-waste-management system, from the Solid Waste Association of North America.
- Spokane County statistics: Population, 485,406 / businesses, 21,511 / labor force, 236,878 / average annual wage, \$39,931 / average home price, \$177,363.

Source: Greater Spokane Incorporated



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Community Info

Here's a brief look at just a few of the Greater Spokane communities where businesses and business clusters are flourishing. For more information, contact Greater Spokane Incorporated.

City of Spokane

- Population, 216,181 / businesses, 11,514 / labor force 105,763.
- Best known for services, retail, public administration, health care and education.
- The Spokane Convention Center is undergoing a 91,000-square-foot expansion expected to be completed in December.
- Developer Walt Worthy is building a new 15-story hotel near the convention center, to open in 2015, with 714 rooms, parking for 920 cars, a restaurant and a skywalk to the convention center.
- Spokane Veterans Memorial Arena replaced and added seats, making it large enough to seat 11,940 for the NCAA men's basketball tournament. In March, the arena will host some of the tournament's rounds of 64 and 32 that lead to the Sweet 16.
- Developer Jerry Dicker launched a multimillion-dollar renovation of the 60,000-square-foot Burgans building, creating corporate-stay apartments, two restaurants and retail space.
- Riverfront Park, a popular destination since the 1974 World Expo, is creating a new 2014 master plan.
- At Riverpoint Campus, phase one of the new, 125,000-square-foot Pharmaceutical & Biomedical Sciences Building opened in December and is expected to contribute to the city's economic vibrancy. By 2030, education, research and business activities on the Riverpoint Campus will likely have an economic impact of about \$2.1 billion annually, and support 13,410 jobs, according to a report by the Tripp Umbach consulting firm.

City of Spokane Valley

- Population, 92,674 / businesses, 4,725 / labor force, 47,089.
- Best known for manufacturing, business parks and health care.

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- Certified-sites program designed to make site development easy. The program provides an inventory of sites that have undergone a rigorous prequalification process and shown they meet certain standards.
- 4.5 million-plus-square-foot industrial park.

City of Liberty Lake

- Population, 7,832 / businesses, 304 / labor force, 3,949.
- Best known for high technology and insurance.
- 85% of adult residents have some post-secondary education.
- 79.4 acres of open space per 1,000 people.
- In July 2013, Vivint, a Utah-based home-security, automation and energy-management company, expanded into Liberty Lake and is expected to generate about 400 jobs in the area over the next two years.

City of Airway Heights and the West Plains

- Population, 7,935 / businesses, 179 / labor force, 1,706 (Airway Heights).
- West Plains is best known for aerospace manufacturing, logistics, distribution, Fairchild Air Force Base and Spokane International Airport, all of which provide thousands of jobs.
- Three aerospace companies are in the process of relocating or expanding in the West Plains, adding an estimated 400 to 800 new jobs.

City of Cheney

- Population, 10,873 / businesses, 329 / labor force, 4,761.
- Best known for higher education, services, manufacturing and technology.
- Home of Eastern Washington University, which has about 12,800 students statewide, a quarter of which are STEM (science, technology, engineering & math) majors.
- About 45% of the adult residents have bachelor's degrees.
- The county's first certified site was created in November 2012 at the Cheney Industrial & Commerce Park.

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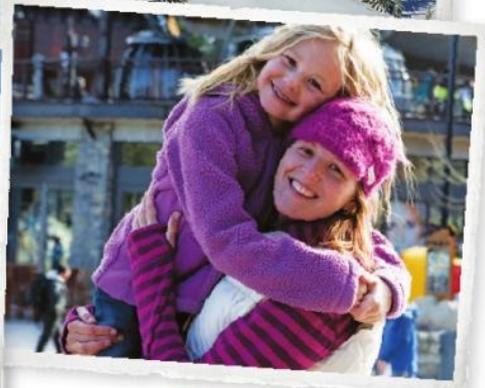


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MAKING THE MOST OF YOUR PAYCHECK

REBECCA AND MAGNUS McCAFFERY

REbecca welcomed their first child into the world in January 2011. Just one week later, they bought their first home, and about two and a half years after that they welcomed their second child. This happy flurry of activity resulted in numerous changes, many of them financial.

The Bozeman, Montana, couple had to adjust to having a mortgage, home-maintenance costs and two other people to support.

"We're more future thinking now," Rebecca McCaffery says, "like putting money into retirement and college savings. It's nothing great, just putting that little piece in every month, not only for ourselves, but also for our kids. It's certainly more of a savings buffer than we had as grad students."

The McCafferys are not alone. Many Americans are trying to save more and make better financial decisions, but it can be challenging.

Americans have had a savings problem for several decades, and many experts say we just aren't saving enough to cover expenses, unforeseen illnesses or injuries, and retirement. According to the U.S. Department of Commerce's Bureau of Economic Analysis, Americans were saving—including putting money toward retirement—between 10 percent and 11 percent of their disposable personal incomes in 1980. In fact, Americans had been saving 10 percent or more for most of the 1960s and '70s. However, by the mid-1980s, that figure had begun to fall. In July 2005, America's savings rate was down to only about 2 percent.

The recent recession and economic recovery have spurred Americans to save more. In November of last year, America's savings rate was 4.2 percent, although that is still less than half the savings rate of three decades ago.

The need to plan for the future has led families such as the McCafferys to look for ways to save more and invest for the future. For ideas on achieving these goals, we spoke with financial advisers who could offer practical advice on strategies—such as drawing up a responsible budget and having a system in place for putting money toward important financial goals.

PRACTICAL TIPS FROM THE EXPERTS

BY MICHELLE MARTIN

Detailed Budgeting

Fortunately for the McCafferys, who work in the wildlife biology field, they share a similar philosophy when it comes to money, so devising a plan and sticking to it—even if that means some sacrifices—has been relatively easy for this couple. They make ends meet by adhering to a detailed budget of monthly expenses, which also allows them to save a little each month for emergencies, their kids' college fund and their retirement.

"[Our budget's] pretty tight—for example, in order to put our daughter into swim lessons, my husband stopped his gym membership," Rebecca McCaffery says. "But it has savings and putting money aside built into it."

The McCafferys bought their home when house prices were low, and they deliberately chose a residence within walking distance of various places they need to go. Later, they were able to also take advantage of dropping interest rates to refinance, allowing them to put the savings toward their retirement and their kids' college funds.

The family also saves in a number of other ways. They currently forgo cable and personal smartphones, and they budget for dining out. They raise chickens for eggs and grow a big vegetable garden. They also winterize their home every year to save on energy costs.

Know Thyself

Debra Dillon, a certified financial planner based just outside Boise in Eagle, Idaho, says most people can improve their budgeting.

"Really, it's pretty simple," she says. "You're either going to have to increase your income or decrease your expenses. Those are the only two ways to save."

But take heart, she says, because there is always a way to accomplish this, even if you have very little to start with. She tells of a couple she advised who had a large amount of debt and no savings when they first came to her.

"Three years later they are out of debt, have a good emergency fund, and are starting to save for their retirement," Dillon says. "They are so much

happier, and they look 10 years younger. Sometimes people just need to sit down and ask themselves, 'What does my future look like?' And sometimes that is enough to motivate them to plan and save."

Dillon typically helps clients to draw up a budget, or a spending plan, as she likes to call it. She recommends clients look over the expenses from the previous year, comparing the total to their net income. Then they can find places to cut costs, and create a plan for how to spend money in the future. If you don't have a record of your spending over the last year, there are several tools that can be used to begin to track expenses for the future. Mint.com is a popular free online tool for this. Other software tools include Moneydance, Quicken and QuickBooks.



"Sometimes people just need to sit down and ask themselves, 'What does my future look like?' And sometimes that is enough to motivate them to plan and save."

"Your values need to play into any financial planning," Dillon advises. "Once you have your spending plan based on your past year, you may look at it and say, 'That doesn't fit at all with my values.'"

Self-reflection offers an opportunity for couples to think about their goals and values, which they can use to shape their spending plan.

Paul Doak, a certified financial planner in Seattle, has seen success stories similar to that of the McCafferys during his 17 years in the field. However, he also has a cautionary tale of an acquaintance who came into an inheritance of more than \$300,000. The friend had no plan for how to use the money. He and Doak crossed paths a year and a half later, and Doak asked the friend how it was going. To Doak's surprise, the man said he wished he had never been given the inheritance.

"They let the money go to their heads," Doak says. "They bought things they didn't need. They voluntarily cut back hours at work, and then just 18

months later, they were more in debt, with lower-paying jobs.”

To avoid such financial stumbles, Doak says, you need to know yourself before you make a budget.

“Some people, they’ll get money in their pocket and see a shiny widget and say, ‘I gotta have that.’ Knowing that they tend to be spenders before that paycheck arrives, they can, instead, allocate—set aside a certain amount in savings and be disciplined about it. If there’s something left over, they can go and have fun with that.”

Spending Plan Categories

One place to start when developing a budget is with the largest expense area—housing. A general rule is that you should spend no more than 28 percent of your gross monthly income on the combination of a mortgage, interest payments, taxes and insurance, financial planner Dillon says. If you cross over the 28 percent barrier, don’t panic. It just means you will need to work a little harder to control costs in order to save for the future.

Other common budgeting categories to include are all of the monthly bills, from utilities to phone charges; estimates for the cost of food; and expenses associated with your children, transportation (including parking) and entertainment.

Another category that should be included is a financial reserve. Doak coaches all of his clients on the importance of having an emergency reserve—

A general rule is that you should spend no more than 28 percent of your gross monthly income on a mortgage and related housing expenses.



money that can cover all household expenses if someone lost a job or couldn’t work for a nine-month period and had to pay insurance deductibles and out-of-pocket expenses.

He also recommends having three or fewer credit cards, for ease of management. And he recommends an automatic, pretax college savings fund if it’s available in your state.

According to Barbara Potter, the executive vice president and managing director of fiduciary responsibilities at Laird Norton Wealth Management in Seattle, it is important to watch for the common budgeting mistake of omission. Expenses that are infrequent, such as gifts, pet healthcare and clothing, may tend to be forgotten and can cause problems sticking to a budget.

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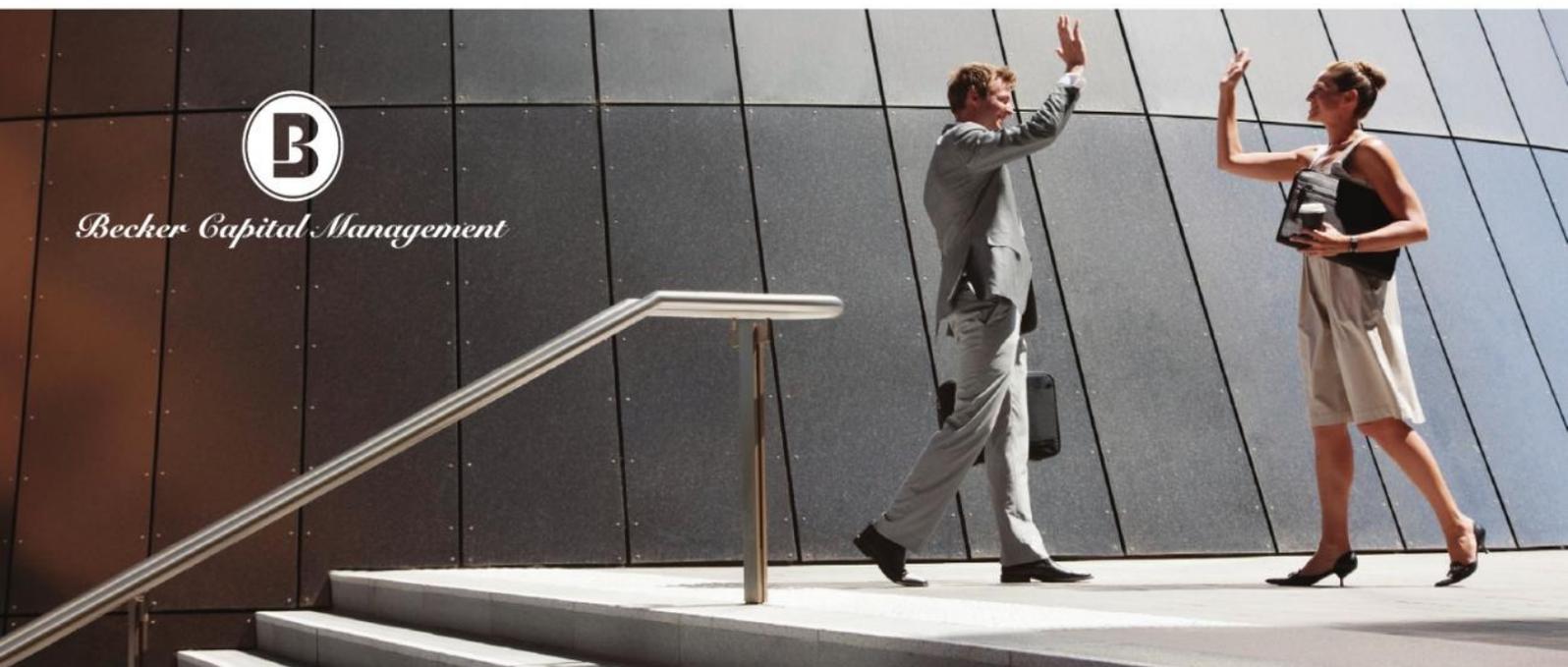
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December 31, 2013	1 Year	5 Year	10 Year
BVEFX Percentile Ranking %	10th	21st	9th
Number of Funds in Peer Group	1,213	947	617

Annualized Performance

December 31, 2013	1 Year	5 Years	10 Years
BVEFX	36.40%	17.42%	8.72%
Russell 1000 Value	32.53%	16.67%	7.58%
S&P 500	32.39%	17.94%	7.41%

Performance figures shown are past performance and are not a guarantee of future results. The investment return and principal value of an investment will fluctuate so that an investor's shares, when redeemed, may be worth more or less than their original cost. Current performance of the fund may be lower or higher than the performance quoted. Performance data current to the most recent month end may be obtained by calling 800-551-3998. The fund imposes a 1% redemption fee on shares redeemed within 30 days of purchase. Performance data does not reflect the redemption fee. If it had, returns would be lower. Periods over one year are annualized. The total gross expense ratio of the Fund as disclosed in the most recent prospectus is 1.10% and the net expense ratio after contractual fee waivers is 0.94% for BVEFX. The Advisor has contractually agreed to waive fees through February 28, 2014. Information provided with respect to the Fund's Expense Ratio are subject to change at any time.

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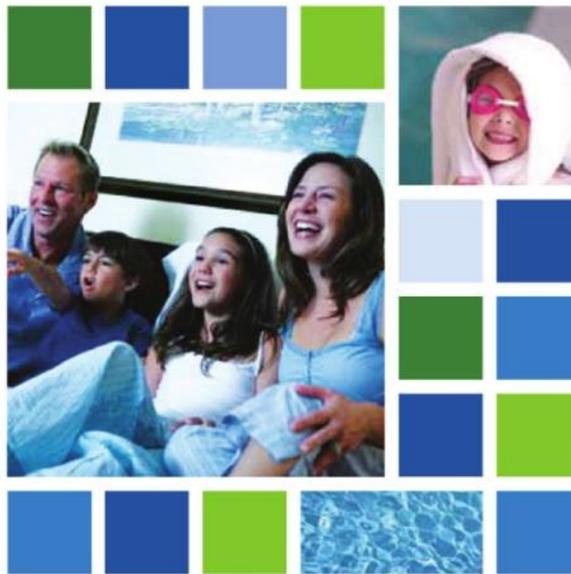
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know your rent or mortgage, your utilities, and you can estimate your food costs," Potter says. "What gets people off track are miscellaneous things."

She recommends having specific clothing and restaurant categories in your budget, and not buying items on impulse.

"Instant gratification is a problem," Laird Norton's Potter says. "If you saw something in the store and said you really wanted it, I'd say, wait. Go back in three or five days, especially if it's priced at the higher end of your budget."

Even more important to the saving process is her recommendation that clients pay off credit cards each month to avoid high interest rates and to keep debt under control. Doak agrees with Potter that it is often the little things that can end up costing a lot of money over time and derailing a budget.

Making financial decisions for yourself can be difficult enough. Making them as a family can often become the source of friction for loved ones who have differing financial styles, goals or outlooks.

"If someone spends \$5 per workday on coffee, that is \$100 a month, which is \$1,200 a year," Doak says. "The amount you spend on coffee can add up in a very big way."

For those who are not holding to their budget, Dillon advises looking at ways to reduce costs, ranging from finding cheaper smartphone plans to reducing their cable TV bills to packing a lunch on occasion. You can boost your savings by using automatic transfers into a retirement fund and savings account.

Sometimes bigger, long-term savings can be achieved by spending a little more money up front. Home improvements are one such investment that can lead to significant savings over time. And often public utility companies or local governments will offer incentives for people to make such improvements.

Jeanette Guntle, her husband and two children live in a 1909 house in Portland, Oregon. Last March, they decided to have an energy audit done through Energy Trust



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of Oregon, an independent nonprofit organization that helps utility customers find ways to save energy through free energy audits, cash incentives and connections to local contractors.

Energy Trust reports that since 2002, it has helped participating utility customers in the Portland area save \$1.3 billion in energy costs.

The Guntles' energy audit, which included sealing up the house then blowing air from a huge fan in the front door to find leaks, showed that the Guntles could save approximately 20 percent in energy costs if they put in 15 improvements.

Some, such as insulation and ceiling fans in the upstairs rooms, were for energy savings, and some were for safety, such as a bathroom fan and attic ventilation.

"I was very skeptical that they would be able to help us very much," Jeanette Guntle says. "We chose our old house. We knew it was leaky and creaky."

She estimates her family has saved even more than expected—25 to 30 percent a month—on their power bill. Their natural gas bill has also fallen. Perhaps more importantly, the Guntles say their home is more comfortable.

With the money they have saved, the

Guntles have been able to take more mini-vacations, turning those savings into lasting memories.

Renters can also make improvements to save on power use. Some ideas include hanging thermal curtains, covering single-pane windows with a layer of plastic, installing low-flow showerheads, and using efficient lightbulbs and appliances.

Consumers who are trying to save money and energy should check to see if the appliances they are considering purchasing are Energy Star qualified. This federal program identifies energy efficient products that often use 40 percent less energy than many standard appliances.

Depending on what state consumers live in and the local cost of energy, such power savings can translate into considerably lower utility bills.

Planning for Retirement

Experts stress that many of America's workers need to find a way to save more money for retirement. Dillon says she urges all of her clients to put money into an individual retirement account (IRA) or, if available, a 401(k) plan, which is a retirement account set up through your place of work, with the employer sometimes offering a contribution.



"Unfortunately, we tend to not give too much thought to the future," Dillon says. "If you have access to a 401(k), and you have a match from your employer, and you're not putting money in there, you're automatically losing that gain."

Dillon advises that those who don't already contribute to a retirement fund can start with a small amount of money, such

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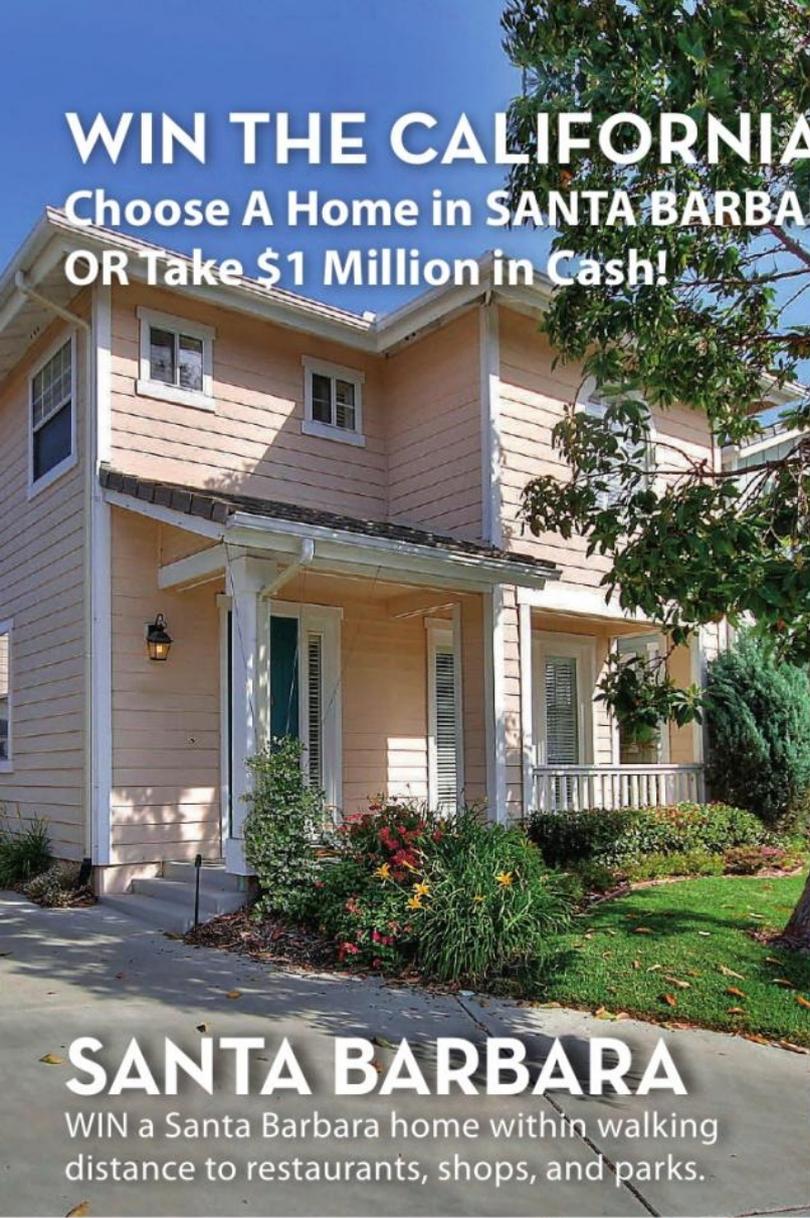
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as 1 or 2 percent of their monthly income. The pretax income comes directly out of their paychecks, so those using this method are likely not to even notice that the money is being saved. Each year, they should try to raise the percentage of their income going toward retirement.

For those seeking investment advice for their retirement funds, Dillon says that it's a good idea to consult with a professional if they haven't done so in the past.

Laird Norton's Potter echoes the 401(k) advice and the importance of planning for retirement.

She recommends that nascent investors

begin by buying government bonds or a mutual fund. Some mutual fund companies even offer automatic transfers of money from your checking account each month that are invested in the funds of your choice.

A Family Affair

Making financial decisions for yourself can be difficult enough. Making them as a family can often become the source of friction for loved ones who have differing financial styles, goals or outlooks.

Such differences can make it difficult for a family to adhere to a budget. In fact,

experts say that couples fight over money matters more than any other single issue.

Sometimes, when one member of a couple finds it perfectly logical to spend less on coffee, the other partner may not agree. And it may not be that the other partner is just being difficult.

It actually may be because the topic of money signifies something very different for that person and is intimately tied to who he or she is on a deep level, says Michael Basta, a licensed clinical social worker and a certified Gottman Method Couples Therapist.

The Gottman therapy method was created by the Seattle therapists, authors and husband and wife team of John Gottman and Julie Schwartz Gottman. The couple founded The Gottman Institute in 1994 to provide training for mental health professionals and to help married couples that need therapy.

A classic example of a challenging situation, Basta says, is when one partner comes from a background where money was in short supply and the other partner comes from a family where money was not an issue. The potential for conflict is very high because of their different outlooks.

A logical solution might be for the person who didn't have to budget while growing up to now learn such skills as an adult.

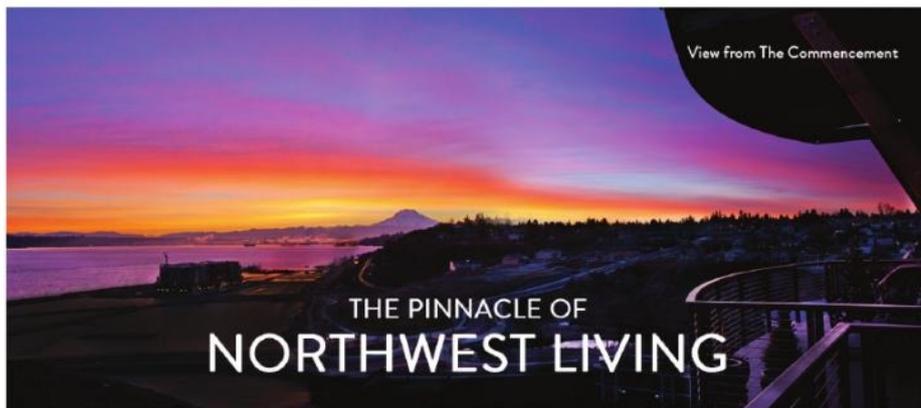
Unfortunately, it doesn't always work that way. According to couples expert John Gottman, 69 percent of problems that couples experience are typically what he calls "perpetual problems."

When couples were followed for long periods of time, these chronic relationship issues would reappear years later with some of the same complaints—the only things that were different were the clothes and hairstyles, Basta says with a laugh. With perpetual problems, there's some deeper source of tension for the couple, and it's usually based upon personality, cultural values or family-of-origin differences, he says.

If finances are a perpetual problem for a couple, they may find that they are constantly trying to persuade or change their partner to come to their side. Each partner is unable to make such a compromise without feeling like they are giving up a piece of themselves, Basta explains.

"When they talk about 'money,' one person might really be talking about freedom, while the other person is talking about security."

Basta tells the story of one couple dealing with a deep-seated financial issue. The husband has a history of spending a sig-



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nificant amount of money on presents for his adult children at Christmas. He and his second wife were repeatedly arguing over how much he was spending. The holidays became emblematic of a perpetual problem regarding money.

However, through therapy, the couple were able to understand together that his gifts to his children caused her to worry that they would be tied to a lifestyle that the couple could not afford and which would lead to financial hardship.

They also learned that her criticism of his gifting caused the father to worry that he would lose the respect of his children. The father had previously worried about this to the point that he had stopped telling his wife about gifts to his children for fear of her criticism and ensuing arguments.

By understanding that they each had an underlying agenda that was based on a core need, they were able to stop arguing and begin to talk about a real compromise that met both of their needs: respect and security. He was able to consider a budget for Christmas and she was able to show empathy rather than contempt for his position when he talked about his need to give presents to his children. The key to managing perpetual problems is recognizing them, understanding the other person's perspective and finding a way to compromise that honors each person's needs, Basta says.

While it may sound clichéd, experts say the answer is communication. Partners need to listen to each other's positions and show curiosity about why their partner's position is so important.

They must also acknowledge and validate their partner's emotions and point of view as much as possible. They should forgo persuasion until both parties feel respected and understood, Basta says. Compromise will only work after each partner feels validated, and if each partner's underlying needs are honored.

In the end, creating a budget and financial plan may serve to remind you of the purpose of your money and what it actually means, whether that is a comfortable retirement, a safety net for unexpected expenses or a monthly mini-vacation. And with your goals in mind, it may be easier to save.

"It's so enjoyable to see people who have no hope at first come back later when they are on track for retirement," says Dillon. "It's a joy for them and it's a joy for me." ■

Michelle Martin is a Seattle-based freelance writer.



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ACROSS

- 1 Hideout
- 5 Weight
- 9 Seraglio
- 14 Utter loudly
- 18 Other than
- 19 Mathematician Khayyam
- 20 Upper class
- 21 Tabriz resident
- 22 Military award
- 25 Cosmetic
- 26 Directs
- 27 Earthbound ratite
- 28 Legal matter
- 29 Wig whitener
- 30 "The Facts of Life" costar
- 31 Mil. officers
- 33 Long, long times
- 34 Food fish
- 37 Scout's owner
- 40 Niche
- 43 Pseudonym
- 45 Coral ring
- 46 Last inning, usually
- 48 Rainy mo.
- 50 Gave a hand?
- 51 Clad like a judge
- 52 Fruity quaff
- 53 Palmer's nickname
- 55 Darling or Moody
- 56 Brinks
- 58 Ms. Lanchester et al.
- 60 Dapper
- 61 Language ending
- 62 Bardic "before"
- 63 Ark-itect?
- 64 Sound repetitions
- 65 Harlow et al.
- 70 Poise
- 73 Forbidden thing
- 74 Rockefeller commodity
- 75 Dove's call
- 78 Ms. Helmsley
- 79 "Happy Birthday ____"
- 80 Desert transport
- 82 Cadence syllable
- 83 "Peer Gynt" composer
- 84 Compass dir.
- 85 Refrain syllables
- 87 Declaim
- 89 Atmosphere
- 90 Nostrils
- 92 Judean king
- 93 Allude
- 94 Duds
- 96 Relaxes
- 97 Antitoxins
- 98 Tennis's Nastase
- 99 Ankleless socks
- 101 Harden
- 103 Fine point
- 106 ____ de mer
- 107 "____ Town"
- 110 Regarding this matter

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- 114 Fragrance
- 115 Jingled
- 118 Certain skirts
- 119 Fund
- 120 Sacred image
- 121 Furious
- 122 Dowels
- 123 "A Bell for ____"
- 124 Sawbucks
- 125 Famous loch

DOWN

- 1 More or ____
- 2 Settled
- 3 Castaway's landing, often
- 4 Complete turnaround
- 5 Bit biter
- 6 Printers' measures
- 7 Destiny
- 8 Trolley
- 9 Dress bottom
- 10 Vigilant
- 11 Goes by bus

- 12 LAX abbrs.
- 13 Singer Torme
- 14 Use Netscape, e.g.
- 15 Praise
- 16 Halo wearer, in Lyons
- 17 Layer
- 21 Otto von Bismarck
- 23 RBI's kin
- 24 Steal cattle
- 29 Keats, e.g.
- 32 Eloquent
- 33 Coastline eagles
- 34 Framework
- 35 Bread spreads
- 36 Newscaster Sawyer
- 37 Dartboard
- 38 Oklahoma native
- 39 Noggins
- 41 ____ Domingo
- 42 Malice
- 44 Julia Roberts film
- 46 Twangy
- 47 Tater type
- 49 Spanish kings

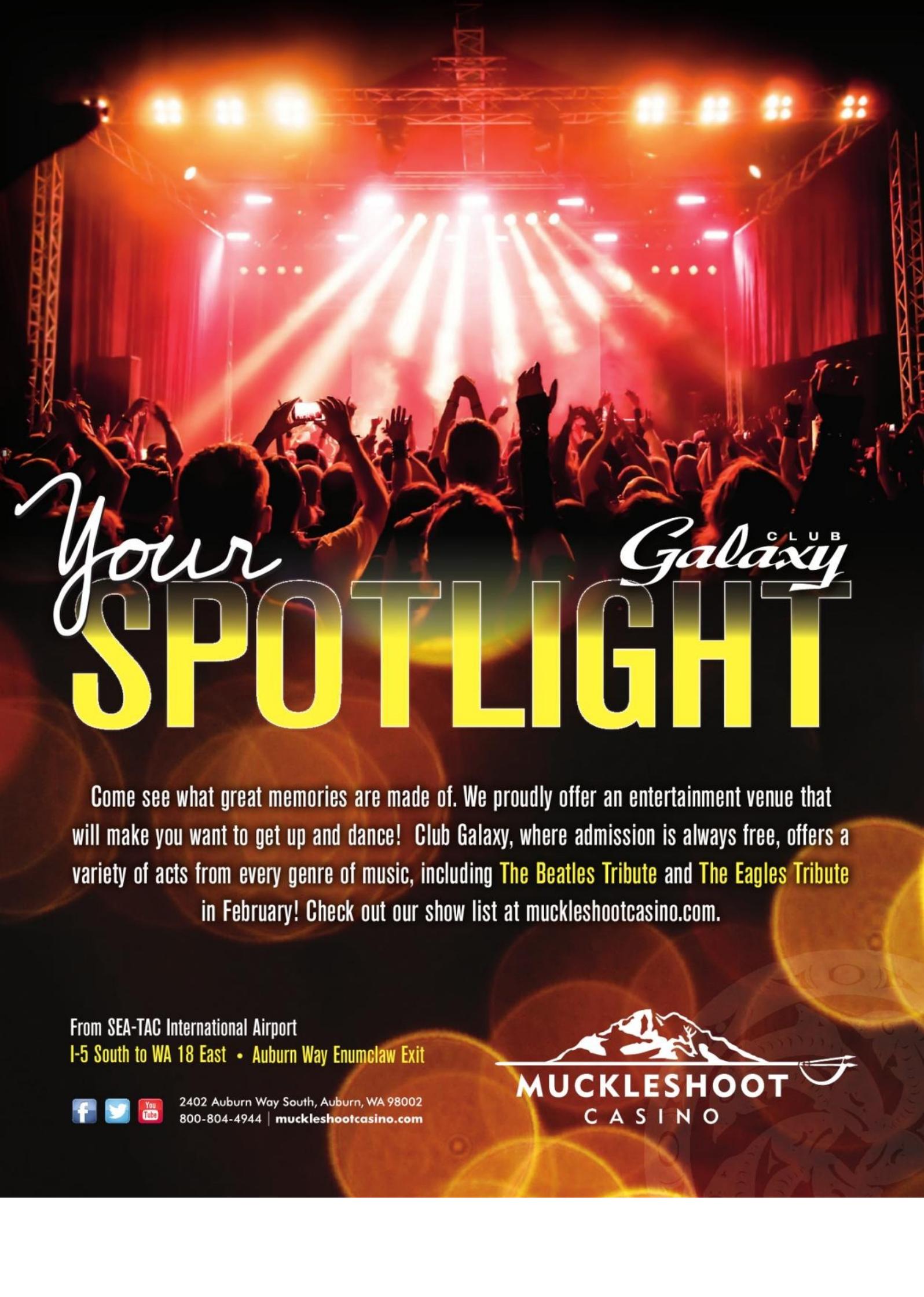
- 54 Cheers
- 57 Dull
- 59 Toss
- 64 Singer Adams
- 65 Corn bread
- 66 Hole ____ (ace)
- 67 "The Highwayman" versifier
- 68 Numero ____
- 69 Wanderers
- 70 Seaweed
- 71 Jeopardy
- 72 French river
- 75 Irritate
- 76 Exterior
- 77 Verdi's forte
- 79 Succinct
- 80 Sedans
- 81 African lily
- 86 Cause
- 88 Hold back
- 91 Indigo
- 95 Algonquins
- 99 Bamboo consumer

- 100 Musician John
- 101 Avoids deliberately
- 102 Conger, e.g.
- 103 Moist
- 104 Spooky lake?
- 105 Use forceps
- 106 Obey
- 108 Condo part
- 109 Contest
- 111 To be, to Pierre
- 112 Certain shirts
- 113 ____ and ends
- 115 British brew
- 116 City in Nigeria
- 117 ____ voyage!

Solution on page 60.



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Continued from page 22.

the open-air public-access area out back and see the worn basins where Ricketts used to plop specimens from the briny deep for study. This is also a good spot from which to view the weathered foundations and ruins of other old buildings on Cannery Row.

We wind up our visit to Monterey with fine food in another historic setting—Restaurant 1833, so named because the oldest parts of this splendid, two-story adobe structure were built in that year. Located not quite two miles from Cannery Row, the restaurant boasts a smart-looking bar and multiple dining rooms located on two floors.

Much of the restaurant's interior is an homage to the past. Downstairs is the Library, a room lined with vintage books that is devoted to the casual enjoyment of fine cocktails and light meals.

Upstairs, visitors will find antique glass jars and tubes, which reference the building's past as a pharmacy with a checkered reputation.

The building's intriguing historical ambiance isn't the only attraction for visitors. The restaurant has also gained a

reputation for offering excellent fare that combines innovation with tradition. Chef Levi Mezick's cuisine is modern American comfort food, exemplified by dishes such as his intensely flavorful warm bacon-cheddar biscuits, which we order for our starter. My entree is a sublime pan-seared Arctic char with cauliflower, earthy maitake mushrooms and agreeably rich hollandaise sauce. Like most seafood on Mezick's menu, the Arctic char is Monterey Bay Aquarium-approved.

Restaurant 1833, which opened in this lovingly renovated building in 2012, masterfully fuses the old with the new—just like Monterey County itself. ■

David Armstrong is a San Francisco-based writer.

Alaska Airlines (800-ALASKAAIR, alaskaair.com) serves Monterey daily. For more information on visiting Monterey, call 877-MONTEREY or go to seemonterey.com.

Monterey Calendar

March 7–9, Jazz Bash By the Bay, a jazz, big band, swing, ragtime, and blues festival, the Portola Hotel & Spa and Monterey Conference Center (888-349-6879; jazzbashbythebay.com).

May 3, Winemakers' Celebration, rare wine tastings and other wine-related events, Barnyard Shopping Village (831-375-9400).

May 15–18, Carmel Art Festival, art competitions, performances and more, Devendorf Park (carmelartfestival.org).

May 16–18, Cooking for Solutions, a sustainable food and wine festival, Monterey

Bay Aquarium (831-644-1055; cookingforsolutions.org).

June 6–8, Monterey Wine Festival, luxury food, wine and activities, Custom House Plaza at Monterey State Historic Park (800-422-0251; montereywine.com).

July 27, Wine Fest!, a unique wine-tasting event, Monterey County Fair and Event Center (winefestmonterey.com).

August 30–September 1, Monterey Bay Greek Festival, a celebration of Greek cuisine and culture, Custom House Plaza at Monterey State Historic Park (831-402-4493; montereybaygreekfestival.com).



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Fares, routes, schedules and services are subject to change without notice. Travelers 62 years of age and over are eligible to receive 15% off the best available adult rail fare on most Amtrak trains. Children ages 2 through 15 receive a 50% discount on most Amtrak rail fares, all year long, when accompanied by at least one person paying a regular full adult rail fare. Up to two children's discounts are permitted in conjunction with each adult traveler. Sleeping car, Business Class and First Class upgrades are permitted upon payment of full accommodation charges. Discounts cannot be combined. Other restrictions may apply. Amtrak, and Enjoy the journey are registered service marks of the National Railroad Passenger Corporation.



Proudly Operated By Horizon Air

Horizon Air operates its flights on behalf of sister carrier Alaska Airlines—but ultimately, of course, our aim is to please our shared customers. We want to make your travel memorably easy and enjoyable, whether you're flying across the state ... or across the country. This



Taking pleasure in continuing to serve you: Don McEnaney, Maintenance Controller in Portland, Oregon.

involves going well beyond the essentials of ensuring safe, reliable transportation. For example, on regional flights operated by Horizon Air, we offer you a refreshing glass of Northwest wine or microbrew at no additional charge. And our highly skilled and committed employees truly go the extra mile in taking care of you. It's our people who bring our longtime motto to life: "It's our privilege to serve you."

We're delighted to have you as our guest today, and we look forward to seeing you again.

Glenn Johnson,
President

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ONBOARD AMENITIES

SNACKS & BEVERAGES Available for purchase on select flights

The card in your seatback pocket displays all of our food and beverage options. Purchases require a credit or debit card.



Featuring healthy items from local Pacific Northwest companies, our Picnic Packs are both delicious and free of trans fats, high fructose corn syrup and MSG.

Premium Liquor \$7 USD
 Sun Liquor Vodka
 Sun Liquor Gin
 Sun Liquor Rum

Liquor \$6 USD
 The Glenlivet
 Crown Royal



COMPLIMENTARY BEVERAGES

Hot Beverages:

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 Tazo® Awake® black tea
 Tazo® Wild Sweet Orange herbal infusion (caffeine-free)



Juices:

Orange Juice
 Apple Juice
 Cranberry Juice

Sodas & Mixers:

Coca-Cola Classic
 Coke Zero
 Diet Coke
 Sprite
 Sprite Zero
 Fanta Orange
 Ginger Ale
 Tonic Water
 Sparkling Water
 Bloody Mary Mix
 Athena Bottled Water
 Club Soda



FEATURED REGIONAL WINES & MICROBREWS

You are welcome to enjoy a glass of Northwest wine or microbrew at no additional charge on select flights. Please refer to the card in your seatback pocket for more information.

Individuals must be 21 years of age or older to consume alcoholic beverages. Only alcohol served by our flight attendants may be consumed on board. Some limitations are placed on the service of alcohol. Government warning: According to the Surgeon General, women should not drink alcoholic beverages during pregnancy. Consumption of alcoholic beverages impairs your ability to drive a car or operate machinery, and may cause health problems.

Beverage brands may vary, and service levels will vary depending on length of flight, time of day, and air turbulence. Pike Place is a registered trademark of The Pike Place Market PDA, used under license.

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, you get one ticket, one low fare and one easy check-in that includes seat assignments on both airlines.



The Q400 livery prominently features the Alaska Airlines brand while retaining the valued Horizon name.

Horizon's Fleet



Bombardier Q400

Our 76-seat Bombardier Q400 is among the quietest and most environmentally friendly commercial aircraft in the skies today. It burns 30–40 percent less fuel and produces 30–40 percent lower emissions than similar-capacity jet aircraft. It also burns less fuel per passenger than an average car. Outside, the neighborhood-friendly Q400 is 10 decibels quieter than a similar-size jet. Inside, thanks to its sophisticated Active Noise and Vibration Suppression system, it's also as quiet as the interior of a jet.

comfortably
Q400greener

FOR YOUR SAFETY

Please take a moment to review the following information to ensure that everyone on board the plane has a safe and comfortable trip

PLEASE TAKE YOUR SEAT

Buckle Up. Please fasten your seat belt whenever the seat belt sign is illuminated. We ask that you keep your seat belt fastened throughout the flight whenever you are seated 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, including laptop computers, must be stowed under a seat or in an enclosed overhead bin upon boarding and prior to landing, as directed.

Pets must remain in their carrier for the entire flight. The carrier must be stowed under a seat for taxi, takeoff and landing.

USING YOUR DEVICES

Flight attendants will advise of any portable electronic device restrictions on the ground or in the air. Please observe our portable electronic device policies:

Allowed on the Ground and in the Air	
	› Laptops (must be stowed for taxi/takeoff/landing)
	› Tablets/smartphones (Airplane Mode after door closure)
	› Wireless mouse/keyboard
	› e-readers
	› Media/CD/DVD player
	› Noise-cancelling headphones
	› Cell phones (prior to door closure only)

Not Allowed During Flight	
	› Voice calls of any kind, including VoIP
	› Devices with cell service enabled
	› AM/FM radios or TVs
	› Personal air purifiers
	› Remote-control toys
	› Electronic cigarettes

IT'S THE LAW

Interference with crew members' (including flight attendants') duties is a violation of federal law. Under the law, no person may assault, threaten, intimidate or interfere with crew members in the performance of their duties.

Smoking is not permitted on any Horizon Air 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.

Horizon Air prohibits the use of items that do not meet Federal Aviation Regulations or Company regulations, including the use of seat-belt extensions not provided by Horizon Air.

UPON LANDING

Please remain seated until the plane comes to a complete stop and the seat belt sign has been turned off.

Use caution when opening an overhead bin, as items may have shifted during flight.

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The easy way to plan, book and purchase your trip. Find the lowest fares on Alaska Airlines—guaranteed—plus vacation packages, online specials and more. Purchase and change reservations and then check in and print your boarding passes from your home or office. Also available in Spanish at alaskaair.com/espanol.

MILEAGE PLAN

Alaska's award-winning Mileage Plan[™] offers great benefits and flexibility. Award travel starts at 7,500 miles (one way). Earn and redeem miles on Alaska Airlines and our numerous airline partners. Earn additional miles with our wide variety of car, hotel, dining, financial and telecom partners.

ONBOARD RECYCLING

Please join our effort to reduce our environmental footprint by separating recyclable paper, cardboard, plastic, glass and aluminum, and passing these items to flight attendants for recycling in participating locations. Thank you.



ALASKA AIRLINES VISA® CARD

With the Alaska Airlines Visa® Signature card, you can earn one Bonus Mile for every dollar you spend. Plus, each year you will receive a coach Companion Fare from \$118 (\$99 base fare plus taxes and fees from \$19 depending on your Alaska Airlines flight itinerary), redeemable anywhere Alaska Airlines flies.

U.S., HAWAI'I AND MEXICO

Alaska Airlines is 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 and Delta Connection.

On routes that require a connection to one of our partners, we strive to ensure a smooth transition, which includes the ease of purchasing your ticket with just one call or a visit to alaskaair.com, taking care of your bag transfer, and providing assistance at any stage of your journey should you have questions.

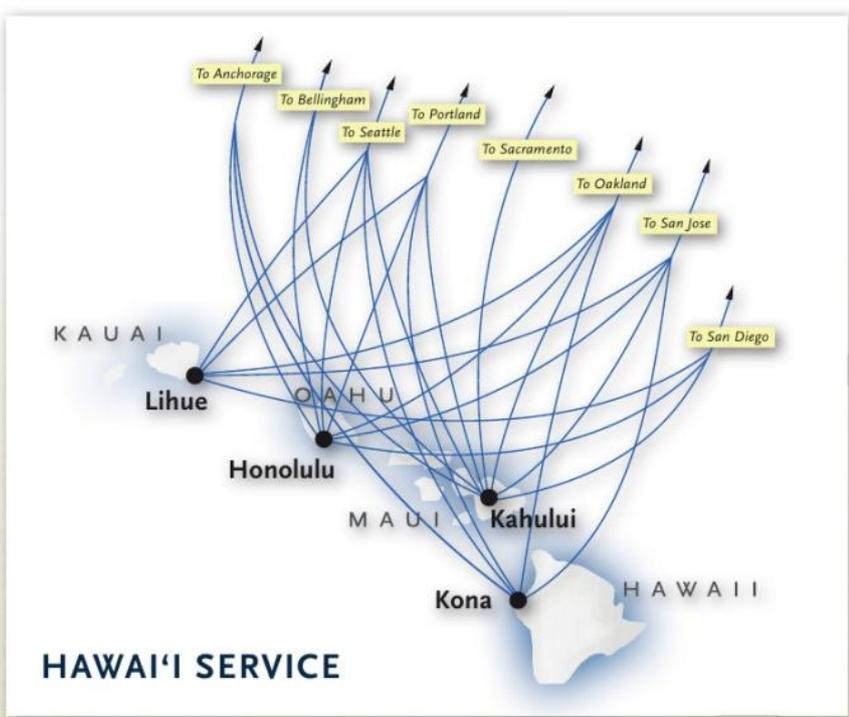
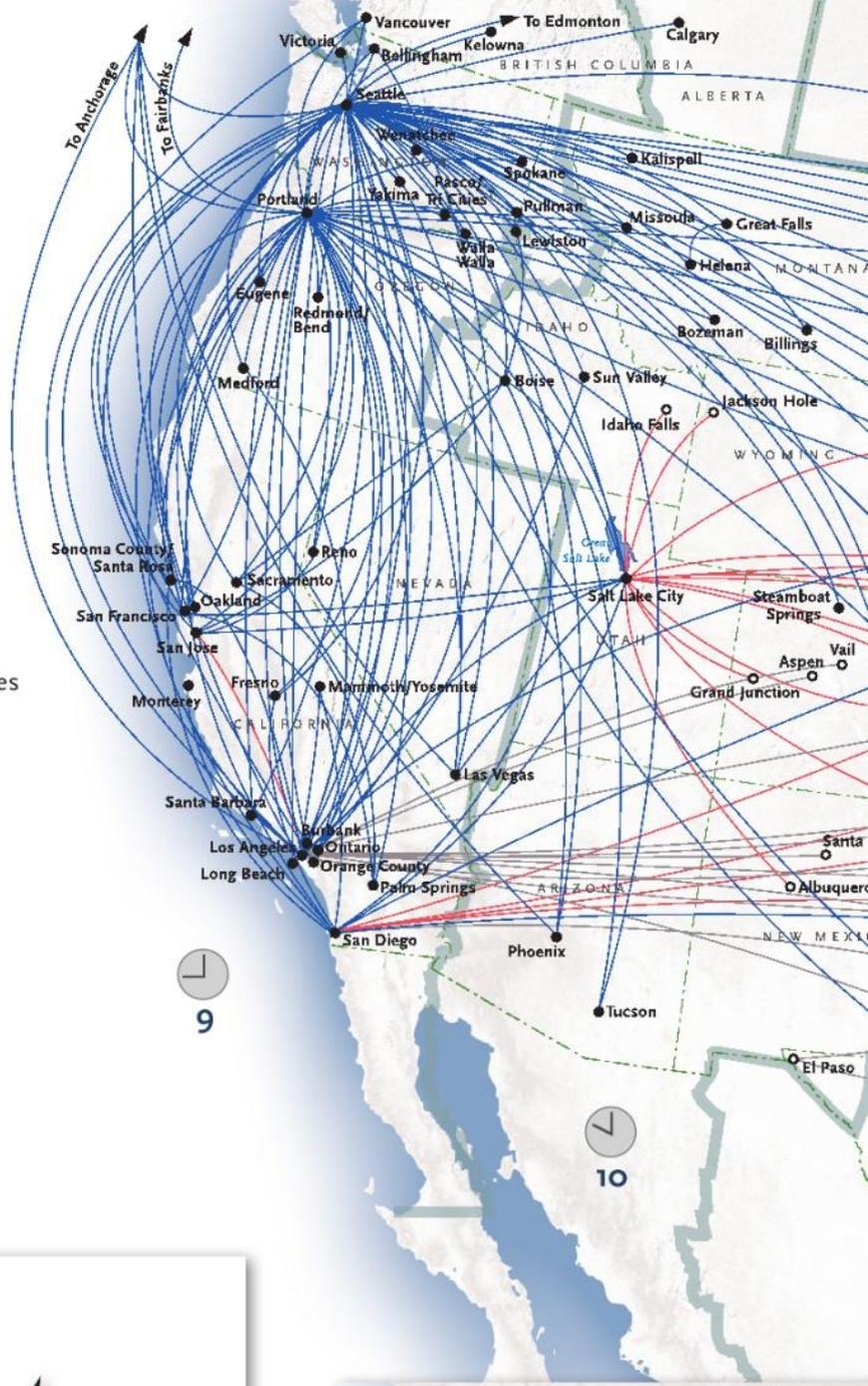
What's more, all our codeshare partners are also Mileage Plan partners, allowing generous opportunities to earn Bonus Miles. And with reciprocal elite-status benefits, you can enjoy several enhancements to your journey. Learn more at alaskaair.com.

LEGEND

Routes served by:

-  Alaska Airlines
-  American Airlines
-  DELTA

*Some Alaska Airlines service operated by Horizon Air or SkyWest Airlines.
Some routes shown operate seasonally.*





U.S. MILEAGE

Between	Mileage
Seattle & Boston	2496
Denver	1024
Honolulu	2677
Los Angeles (LAX)	954
Fort Lauderdale	2697
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.

UPCOMING NEW SERVICE

Route	Service Begins
Salt Lake City–Portland	June 9, 2014
Salt Lake City–San Diego	June 10, 2014
Salt Lake City–Los Angeles	June 11, 2014
Salt Lake City–San Jose	June 12, 2014
Salt Lake City–Boise	June 16, 2014
Salt Lake City–Las Vegas	June 16, 2014
Salt Lake City–San Francisco	June 18, 2014



ALASKA



ALASKA MILEAGE

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

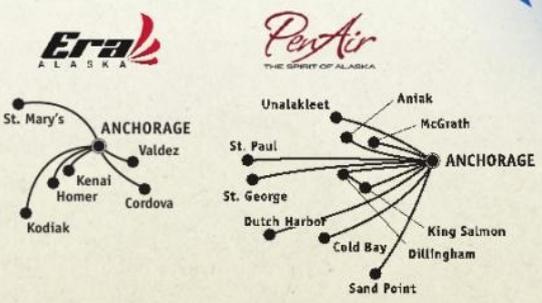
Mileage Plan members receive mileage credit (500 miles minimum) based on the nonstop mileage between the origin and destination indicated on the ticket. For more information on the Alaska Airlines Mileage Plan, see page A2.

● Alaska Airlines Cities

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

AIRLINE PARTNERS

Make easy connections throughout Alaska with our partner airlines.



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.

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 proporcionan a continuación.

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"

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

FMM

Who must complete this form?

All travelers except citizens of Mexico

¿Quién debe completar esta forma?

Todos los viajeros, excepto los ciudadanos de México



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



FEM FOR MEXICAN NATIONALS

Who must complete this form?

Citizens of Mexico

FEM PARA MEXICANOS

¿Quién debe completar esta forma?

Ciudadanos de México (Aun siendo residentes permanentes de EE.UU.)

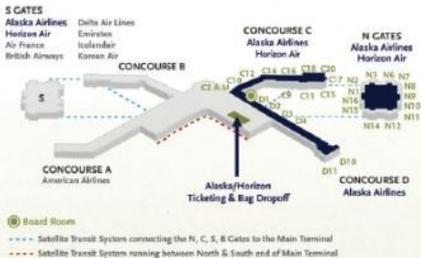
Datos de ayuda

- Complete una forma por persona. No olvide firmarla.
- Seleccione la opción "Entrada a México".
- En la línea 5 escriba el tipo y número del documento que usara como identificación.



AIRPORT GATE LOCATION MAPS

Seattle/Tacoma International Airport (SEA)



Portland International Airport (PDX)



Los Angeles International Airport (LAX)



San Francisco International Airport (SFO)



How Romantic

Different ways to say, 'I love you' | BY MICHELE ANDRUS DILL

A few weeks ago, I was chatting with some married friends about Valentine's Day. "What are you going to get Mary?" I asked Barry. ■ He looked perplexed. "She needs to tell me what she wants." ■ Mary grinned. "I'd like a sturdy jade plant." ■ "Why?" he asked, as I simultaneously inquired, "Really? Not a dozen red roses?" ■ "Yes," affirmed Mary. "I'd like to try my hand at growing a succulent." ■ I turned to Barry. "I guess some things that don't seem that romantic, actually are." ■ He nodded with an amused smile of his own.

Upon further reflection, I realized that I think it is very romantic of my husband, Michael, to clean the bathrooms every week, agreeing that I can do the laundry, which I find much more salubrious.

My sister says her spouse always drives their kids to early morning activities such as soccer games, and he also waits up late to make sure teens on dates get home safely. These acts show he loves her, she explains, because demanding jobs and running a household with five children mean she and her husband are both chronically short on sleep.

Another friend, who will celebrate her 40th wedding anniversary this November, notes that her husband lets her watch the Hallmark Channel. "He hates Hallmark Channel movies, so it's kind of a big sacrifice," she says.

A male friend has brushed up on listening skills. If his wife needs to vent, he gives her his full attention and, being sure not to interrupt, responds at appropriate pauses with remarks such as, "I can see how that would be difficult" and "I can tell you're feeling really frustrated and stressed out."

When Michael and I were newlyweds, eager to build the best foundation for our life together, we took a class titled "Achieving Success in Marriage," held on the campus of a university near our home. One of the lessons stressed showing love in ways that are meaningful to the other person. We learned that just because a new sports car would say, "I love you" to you, doesn't mean it would say, "I love you" to your spouse. And a half-hour massage from your partner might do wonders for your warm, fuzzy feelings about him or her, but a massage from you might not provide the same emotional reward for your sweetheart. It's important, the teacher emphasized, to communicate tactfully but clearly what says, "I love you" to each of you, and then strive to show love in the way that is meaningful to the other person.

Michael and I had already agreed at our wedding ceremony to

verbally say, "I love you" to each other every day, but taking the advice from our teacher to heart, we shared more about what did and didn't mean "love" to each of us. "I don't need jewelry, furs or other expensive objects," I explained to my new husband. "I like books and experiences and travel." For his part, Michael iterated that he was not a big fan of attending symphony concerts and viewing artwork. However, he agreed to do those things for me, and I, in turn, agreed to show I really care by gifting him with tech toys and watching sports or movies at home on our TV. During this past holiday season, he graciously spent half a day visiting an art exhibit with me, and I gave up my plan of a New Year's Eve comprising the musical *Evita* and ballroom dancing (I confess, I'd even dreamt of doing the tango). Instead, we snuggled on the couch to watch football and *The Bourne Legacy* ... while eating Fran's gourmet chocolates.

Like most couples, we've had varying degrees of success in fulfilling each other's preferred way of being shown love over the years, but I'll never forget the time Michael instructed me to be elegantly dressed and ready to go out by 6 P.M. one Saturday night. That's all he would reveal, but promptly at 6, a black limo pulled up to our door. I was baffled when, after about 15 minutes, the driver pulled into a mall complex. Then he parked in front of a bookstore, and Michael presented me with a gift certificate, telling me I had 30 minutes to choose whatever I wanted.

After I climbed back into my coach—three great books in hand—to shower my prince charming with hugs and kisses, our driver conveyed us to a charming French-themed restaurant that Michael and I had occasionally passed on our way to visit friends. "I would love to eat there sometime," I'd wistfully commented whenever we'd seen it. Michael had remembered. We held hands at our fireside table in between bites of an exceptional meal.

I don't think I've ever matched that experience, but Michael does still rave about the time we celebrated our anniversary, which is in February, with corned-beef brisket—one of his favorite dishes—that I slow-cooked for ultimate flavor and tenderness, and presented by candlelight. I served it in high heels and the dress I'd worn when we left on our honeymoon many years before. I'm pretty sure the evening also included a movie in which car chases featured prominently.

"What do you want for Valentine's Day?" I asked Michael the day after my conversation with Barry and Mary.

"I don't need a present. I just want to spend time together," he said. I agreed that would be *love-ly*. Now we just need to negotiate whether that time together will be spent dancing or watching an HBO movie. Maybe we can find a way to do both.

Michele Andrus Dill is the editor of the Horizon Edition.



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