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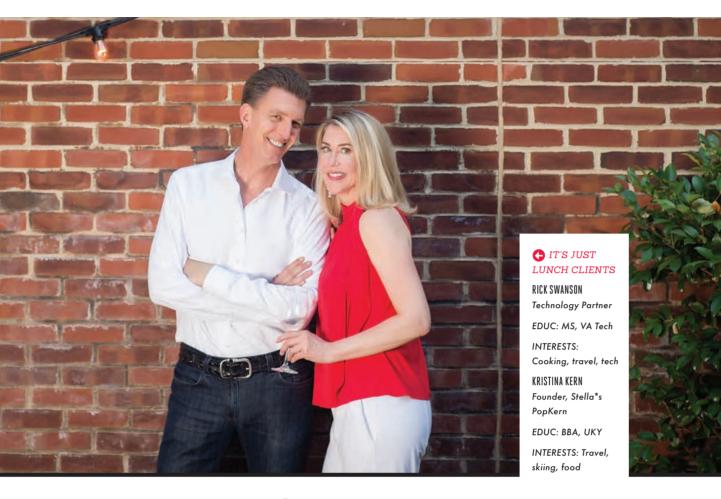




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DATING. UNPLUGGED!

CLICK, TAP, SWIPE, REPEAT. IT'S ALL SO... IMPERSONAL. ONLINE DATING WAS SUPPOSED TO

MAKE FINDING SOMEONE EASIER, SO WHY DOES IT FEEL LIKE SUCH A CHORE?

With a career that took up a lot of his time and energy, online dating had begun to feel like Rick Swanson's second job. He spent hours filtering through online dating profiles and arranged multiple dates on his own—but time after time, the spark just wasn't there. There had to be a better way.

That's when Rick saw an ad for It's Just Lunch (IJL) in an airline magazine and decided to give matchmaking a try.

Today, Rick credits It's Just Lunch with introducing him to the love of his life, Kristina.

Life before It's Just Lunch?

Kristina: My dating life was totally scattered and unfulfilling. I had just started Stella*s PopKern and, as a single mother, I just found the whole online dating thing completely unmanageable and daunting. I wanted someone who knew me to "fix me up" and when a friend suggested IJL, I did some research and found it to be the right "match" for me.

What was working with a matchmaker like?

Rick: The interview process was really valuable. Sandra, my matchmaker, was genuinely interested in learning about me. She really wanted to understand what I was looking for in a woman, what I found attractive, what I found interesting, what intrigued me. We talked about my work, my outside interests, etc.



When someone is leading you through the process, it makes you think. Sandra got me to reflect honestly on what I was looking for.

Best part of the IJL experience?

K: It was super easy because IJL arranged the dates. All I had to do was get ready and meet at the restaurant. And unlike online dating, I felt that my dates were interested in meeting quality people, not one-night stands. Your matchmaker calls you up with a match and then gives you the details of the date. All you have to do is show up and have fun!

What makes you two a great match?

K: He's comfortable in his own skin. He loves the fact that I am confident! I can

just be who I am, and I've never felt so at ease with anyone else.

R: She's got this gigantic personality; she's self-confident and brilliantly smart. The way she 'geeks out' on the things she enjoys, the passion she has... I mean, who else could take something as commonplace as popcorn and turn it into a food group? It's totally refreshing.

How has your life changed since?

R: It's like a piece of me that had ceased to be is back again. Having somebody to share life with, who is even more passionate than you are is special. I'm a radically happier person than I was.

Advice for singles considering IJL?

R: Dating is a real challenge in our fast paced, always connected, and frequently impersonal world. Having a real person on your side, helping to find the right partner is a huge plus.

The success of It's Just Lunch is built on creating high quality matches in low pressure situations. In 26 years, they've set up millions of first dates. Make meeting someone special a priority. Get in touch at 800-858-6526 or its just lunch.com.

IJL SIGNATURE MATCHMAKING PROCESS:

- 1. Through a series of conversations, we get to know you and your relationship goals.
- 2. Your match is hand-selected and your date arranged. We'll even make the restaurant reservations.
- 3. Meet your date face to face over lunch or drinks after work.
- 4. Call us with feedback after your date.
- 5. Put your membership on hold if sparks flew! (No sparks? No problem. We'll get to work on your next match.)





MELISSA BROWN

"Dating shouldn't feel like a job. Finding a match takes a lot of work - but let it be my job. Then you can go have the fun."



SARA DARLING

"The best way to get to know someone is face to face. You can only feel "chemistry" if you are next to someone looking into their eyes."



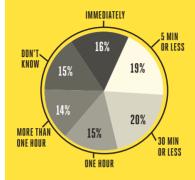
JULIE LOPEZ

"Dating is such an important part of your life and shouldn't be left to chance. You've got to be proactive and market yourself."

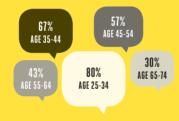
DATING TRENDS

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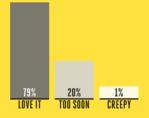
How long does it take you to decide if you want to see a "first date" again?



After swapping phone numbers with someone you are attracted to, do you text or call? Percent of singles who text by age:



You receive a text from guy / girl you just had a good first date with. Thoughts?







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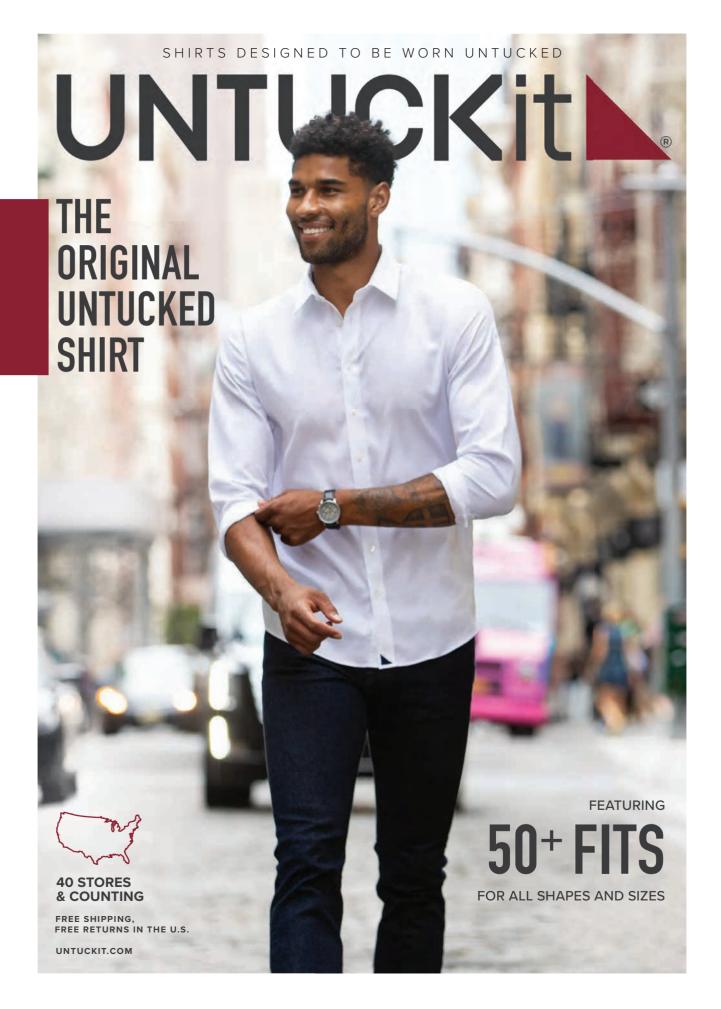
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LADIES

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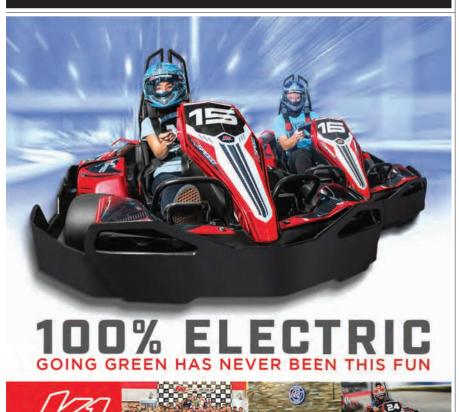
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Here's to living a life that's never short of extraordinary. Devils River Whiskey.

John lo Hoays





A Strategy for Success

"We have a strategic plan—it's called doing things." That's one of my favorite sayings from Herb Kelleher, my boss and mentor for more than 30 years (and Southwest's Founder). Herb has many colorful sayings—some I won't repeat—but he also has an uncanny ability to keep things simple and, above all else, put People first.

Southwest's original business model was to offer low fares and superior Customer Service. When Southwest was conceived in the late 1960s, there was no such thing as a low-cost airline. Our Founders saw a way to take people out of their cars and make flying accessible

for all. By operating a lean, efficient airline, Southwest kept costs low and passed along the savings to Customers in the form of low fares. It worked: Today Southwest carries more Customers than any other airline in the U.S.

Of course, the business model was a bit more complex than that, and there were many brilliant moves along the way that contributed to the airline's success. We have always operated one aircraft type, which helps reduce costs by streamlining maintenance of the fleet and scheduling Pilots and Flight Attendants. We have an open-seating policy that helps us quickly and efficiently turn

the aircraft at the gate. We drive most of our bookings through **Southwest.com**, thereby reducing costs and establishing a direct relationship with our Customers (rather than going through a third-party distribution channel). We don't offer meals onboard, but instead offer snacks and sodas for free. I could go on and on.

Most importantly, I think what Southwest has gotten right from day one is a philosophy of putting People first.

Southwest sets out to create a welcoming environment for our Employees, giving them the freedom to be themselves and offer Legendary Customer Service. In turn, our Employees deliver a unique and world-famous brand of Hospitality that creates a loyal following and wins new Customers each year. That loyal following results in happy Investors—a trifecta of happy Employees, Customers, and owners—and full planes, all of which has proven to be a formula for success.

"The business of business is People"





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Una Estrategia para el Éxito

"Tenemos un plan estratégico: se llama hacer cosas". Esta es una de mis frases favoritas de Herb Kelleher, mi jefe v mentor por más de 30 años, y el fundador de Southwest. Además de muchos dichos extravagantes -algunos que no repetiré-, Herb tiene una habilidad particular para mantener las cosas simples y, sobre todo, poner a la Gente primero.

El modelo comercial original de Southwest consistía en ofrecer tarifas bajas y un extraordinario Servicio al Cliente, Cuando se creó la Compañía, a finales de la década de 1960, no existía una aerolínea de bajo costo. Nuestros Fundadores detectaron un nicho e hicieron que volar fuera

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accesible para todos, y que la gente cambiara sus autos por nuestros aviones. Al operar una aerolínea austera y eficiente, Southwest redujo costos y transmitió esos ahorros a sus Clientes en forma de tarifas bajas, lo cual funcionó: hoy en día Southwest transporta más Clientes que cualquier otra aerolínea en los EE. UU.

Evidentemente, el modelo comercial era un poco más complejo que eso. Durante nuestra travectoria, hemos hecho diversos movimientos brillantes que han contribuido a nuestro éxito: siempre hemos operado un tipo de avión, lo que ayuda a reducir los costos al simplificar el mantenimiento de la flota y la

programación de horarios para Pilotos y Sobrecargos; no asignamos asientos, lo que nos ayuda a agilizar el proceso de abordaje y a que el avión permanezca poco tiempo en tierra; manejamos la mayoría de nuestras reservaciones a través de **Southwest.com** en vez de usar un canal de distribución externo, lo que reduce costos y establece una relación directa con nuestros Clientes: no tenemos alimentos a bordo, pero sí ofrecemos bocadillos y refrescos gratis. Podría seguir y

No obstante, para mí el logro más notable de Southwest es su filosofía de poner primero a las Personas, demostrando que su tercia de Empleados, Clientes e Inversionistas felices ha sido una fórmula para el éxito: Southwest crea un ambiente agradable para nuestros Empleados, dándoles la libertad de ser ellos mismos y ofrecer un Legendario Servicio al Cliente. A cambio, nuestros Empleados crean una marca única de Hospitalidad reconocida mundialmente, y llenan nuestros vuelos con Consumidores leales y Clientes nuevos año con año, lo que resulta en Inversionistas satisfechos. "El negocio de los negocios es la

Gente". Ese es otro de mis Herbismos favoritos, brillante y simple a la vez.

> **Gary Kelly** Chairman and CEO Southwest Airlines



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"I think of my department like a wheel-each person is a spoke. Without each other, we can't make it work."

-DELORES NARANCICH, AIRCRAFT APPEARANCE TECHNICIAN

Since joining Southwest in 2004, Delores Narancich has become known for extending a helping hand and constantly striving for excellence. She works as an Aircraft Appearance Technician in Chicago (Midway), and although her team, which operates within Technical Operations, is a smaller one, she goes above and beyond to make a difference in the lives of those around her. Although she's a self-proclaimed "girly girl," Delores is always willing to get her hands dirty at work, all the while staying positive and keeping a smile on her face. Delores embodies what it means to have both a Servant's Heart and a Fun-LUVing attitude, and we're proud to have her as a member of the Southwest Family. -Delaney Sanders, Communications & Outreach

CALL IN "When a friend was doing a Southwest phone interview, I shouted, 'I want to work at Southwest too!' The next thing I know, I'm filling out an application. A few interviews later, I got the job!"

SENSE OF PRIDE "What I enjoy most is making a plane look good. I like looking back at the end of the day and knowing I improved it."

ON THE JOB "We do more than clean the plane. We do security sweeps, carpeting changes, and leather installation. We work hand-in-hand with the Mechanics."



her work and dedication, Penn & Teller is proud to give her two tickets to see the show in Las Vegas. Congratulations, Delores!

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"Put in the hours. You'll mess up a lot, but you've got to make mistakes to get better."

-BOBBY BONES, "THE BOBBY BONES SHOW" HOST

If laughter is the best medicine, Bobby Bones has cured a multitude of ills. His sense of humor and work ethic have built an impressive résumé as a nationally syndicated morning radio program host, stand-up comedian, and best-selling author. But the chart-topping headline is his philanthropy work. Bobby credits his listeners for helping him create a platform that has raised millions of dollars for numerous charities and causes, including St. Jude Children's Research Hospital. He also credits Southwest with getting him to gigs with friendly service, allowing him to earn a sizable Rapid Rewards points balance, plus A-List Preferred and Companion Pass status. Bobby, thanks for being a fan of Southwest. We're certainly a fan of yours! -Ana Schwager, Communications & Outreach

TRAVEL TIPS "Just be comfortable: It's a pajama party for me when I go to the airport."

THE RIGHT NOTES "I have a band called The Raging Idiots, and we put out a couple of projects a year. I like doing records for kids. I like to be motivational, but mostly educational without being overthe-top goofy."

NEW BEGINNINGS "Get started at whatever level you can. It's hard to get ahead if you can't even get into the door."

CLEAR CAREER "I've always known what I wanted to do. When I was 5. I asked for my first radio."

Bobby's travels earn him A-List Preferred status through one-way qualifying flights or 70.000 tier qualifying points.





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A Big Deal With Heart to Match

The new Rapid Rewards® Priority Credit Card takes flight.

In July, Chase and Southwest Airlines introduced the new Rapid Rewards® Priority Credit Card. The Priority card has all of the same benefits as Southwest's award-winning Rapid Rewards Premier Credit Card, plus more anniversary points and new features that provide inflight savings and an elevated travel experience.

Our Cardmembers wanted faster boarding and inflight benefits, so the Priority card offers features to make that a priority in the air and on the ground. Those new perks include 7,500 anniversary points, up to four Upgraded Boardings per year (when available), an annual Southwest travel credit of \$75, and 20 percent back on inflight purchases.

In addition, Cardmembers earn two points per \$1 spent on Southwest flights and on purchases made with hotel and car rental partners. All other purchases earn one point per \$1 spent. Points can be redeemed for flights, gift cards, hotel stays, car rentals, and more.

To celebrate the card's launch, Chase and Southwest teamed up with country artist and A-Lister Brett Eldredge, who was the first Cardmember to be upgraded to the Rapid Rewards Priority Credit Card.

"I'm always traveling, to perform or for fun, and Southwest is my go-to airline," Brett says. "My Southwest credit cards help me get the most out of flying. I've enjoyed earning rewards with my Priority card and the partnership with Chase and Southwest on my headlining tour."

The Priority card is the official credit card sponsor of Brett's "The Long Way Tour," which runs through October. As part of the sponsorship, he made an appearance this summer in Los Angeles at a Southwest Priority Tour destination and surprised attendees with tickets to his show in Costa Mesa, California.

The new Rapid Rewards Priority Credit Card is a really big deal, just like you! To learn more about the Southwest portfolio or to apply for the Priority card, visit chase.com/priority. The priority card has a \$149 annual fee. —Corbitt Burns, Director, Rapid Rewards

In celebration of National Teddy Bear Day on Sept. 9, Southwest Airlines and Build-A-Bear teamed up to distribute 20,000 teddy bears to children across the country. Patients at 36 hospitals involved with our Medical Transportation Grant Program (MTGP) received 10,300 of these special bears. Through MTGP, Southwest provides nonprofit hospitals and medical transportation organizations with donated, roundtrip tickets for patients and/or caregivers seeking treatment.

"This generous donation of cute and cuddly friends allowed us to celebrate National Teddy Bear Day in style," says Stephanie Brigger, the vice president of development for Texas Scottish Rite Hospital for Children. "The wonderful gift brought much joy to our children and helped the hospital maintain the cheerful and nurturing atmosphere our patients, families, and guests have come to expect."

The celebration didn't stop there. Two of our charitable partners, Ronald McDonald House Charities and the Make-A-Wish® Foundation, also received more than 9,500 furry friends. Through our partnership with Build-A-Bear, we brought excitement to 91 Ronald McDonald Houses and multiple Make-A-Wish chapters nationwide.

Various Make-A-Wish chapters gifted their wish families with this special companion to travel with as they do something they've always dreamed of. RMHC distributed the bears to children staying at various Ronald McDonald Houses

around the country while they or a loved one receive treatment from a local hospital. Since these families have traveled significant distances to receive treatment, the children don't always have access to the items that make them feel safe and at home

"I saw kids make an instant connection with these bears, as if they were already friends," says Amy Hatfield, the chief operating officer for the Ronald McDonald House of Dallas.

Both Southwest and Build-A-Bear lead with Heart, and we're proud to give children the memorable gift of a lifelong travel companion and a furry friend through this partnership. To learn more, visit Southwest.com/buildabear.

> -Abbey Cumnock. Communications & Outreach





WANT TO SHARE YOUR STORY?

Have you witnessed an over-the-top act of Southwest Airlines Employee kindness? Let us know at Southwest.com/ contact-us.

Dear Southwest,

I received the most incredible service from customer service agent Elham Shammas. My sister and I live in different states and only see each other a couple of times a year. We both travel for our jobs, and I had landed in Las Vegas for a business trip about the same time she was leaving. I landed in a different terminal and received a text from her saying her plane was boarding. I ran to her gate, hoping to hug her before she boarded, but the door was closed. I stood there crying,

watching the ground crew loading cargo onto the plane. Elham approached me and asked what was wrong. I told her my sister was onboard and I was sad to have missed her. Elham was going onto the plane with some paperwork, and I asked her to deliver my necklace to my sister so she knew I'd tried to get to her. Elham agreed. When the gate door opened, she emerged with my sister! Elham knew the cargo would take some time to load, so she gave my sister and me the gift of a few minutes together. -Toni Fleming

TOOTH FAIRIES

I wanted to give a shoutout to flight attendants Lesley Bastian, Karen George, and Becky Hanke. My 5-year-old lost his front tooth while in line to board. I don't know how they found out, but from the moment we stepped on the plane, they made him feel like a toothless rockstar! He was grinning his toothless grin so big. One flight attendant came over with a shocked look on her face and said, "Oh, my goodness! Look what was just delivered!" She was holding \$1 from the tooth fairy. Once we landed, an announcement came on: "Solomon lost a tooth today and is excited to get a visit from the tooth fairy tonight. The tooth fairy is going to have a cup up front for anyone who wants to contribute." When we got into the airport, my

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son said, "I want to fly that plane all the time. They are the nicest people I've ever met." You made his week!

-Laina Cox

OPERATION: FREE THE WRISTWATCH

My best friend, Chris, and I were on our way to Phoenix for a girls' vacation. Before boarding, I asked Chris for the time. To my surprise, she looked at her "old school" wristwatch. Who wears a wristwatch anymore?! Two hours into our flight, I asked again for the time. She moved to look but dropped her cellphone between her seat and the window. When she moved her arm alongside the seat to locate the phone, her face changed to a look of panic. "I'm stuck," she said. I unbuckled and tried to help, but eventually pressed the call button. Both flight attendants promptly arrived. "We have a situation: My friend is stuck," I told them. Up for the challenge—which is why I fly Southwest—flight attendant Clayton Moore jumped into action. He spent 20 minutes on the floor under Chris' seat trying to unlatch her wristwatch,

which had gotten caught. She was on the verge of panic, thinking there was no hope, but Clayton was successful in freeing her and saving our vacation. Thanks for being my favorite airline to fly and giving me a funny story to share. —Victoria Dvoraczky

AN ACT OF KINDNESS

I experienced one of the greatest acts of kindness from flight attendant Julia Foxgrover. I was in a Dallas hotel, scheduled to give a presentation within an hour, when I noticed the hem of my dress had unraveled. The hotel gave me a needle and thread kit, and I went to the restroom to complete the project. (OK, I admit that I can change a car taillight, but executing a blind hem escapes me.) Julia walked in, sensed my awkwardness, and volunteered to sew my dress. There, at the hotel, two women who just met were talking about life aspirations. I learned Julia also had a presentation to give as part of her training to become a Southwest flight attendant. Julia took the time to assist

me when no one was watching and exemplified the service that you encourage at Southwest. Thank you, Julia. — Erika Slaton

A CULTURE OF CARING

My daughter and I flew Southwest to Phoenix to celebrate Mother's Day with my 86-year-old mother. My daughter is disabled, so we ordered a wheelchair to make travel a bit easier. We planned to take the Valley Metro Rail to the stop nearest my mom's home so she didn't have to drive to the airport after dark. As we arrived at the Metro station, flight attendant Ron Livaudais offered to drive us. Normally, I wouldn't accept a ride from a stranger, but Ron was in his uniform and we've flown Southwest for years. I've always been impressed with their service, so I accepted the offer. Ron was the ultimate gentlemen, helping us with our luggage and driving us right to my mom's independent living complex. I was already a loyal Southwest customer, but Ron made me a fan for life. –Suzi Westmoreland



Destroy the old. Create the new. A timeless clash in which progress seeks new form. The old resists the new. The new replaces the old. The process is art itself. The outcome: beautiful evolution. It's not just time to forget the past—it's time to obliterate it. From these ashes, a new legend is born.













OPENING THIS WINTER:



Vetri

BY MICHAEL SYMON

BY MARC VETRI



Dear Reader,

There's something about going uphill on your own two legs. Part of you may be thinking, *Yeah*, that something is torture. While an hour's upward run can burn off the calories of a large milkshake, it often feels like each calorie is exiting violently through your lungs.

Still, the ability to go uphill under your own steam gives you a pass to otherwise unobtainable places, like many of Pittsburgh's estimated 800 outdoor staircases. (See page 70.) I live at the base of a mountain whose bald top offers views that make you pretty sure heaven includes lichen-covered granite and mist-shrouded lakes and blue peaks that stretch to infinity. My family climbed this mountain every summer Sunday when the kids were little. Both kids are grown now, but they have held

onto their ability to climb—their all-summits pass.

My wife, on the other hand, uses her uphill ticket mostly for one summit, the top of that mountain in our backyard. She ascends it 50 to 100 times a year, and wants to reach 1,000 trips by age 65. (Two hundred and nine to go.) If you think of a hill's elevation as a graph of existence, her mountain record reads like the pulse of a strong heart.

This is more than a metaphor for us. A few months ago, doctors diagnosed her with a mild but scary heart condition. Her climbs are no longer just joy and exercise. They're data points on a sustained and purposeful life.

Which somehow reminds me of our son many years ago. At age 5, he began running down

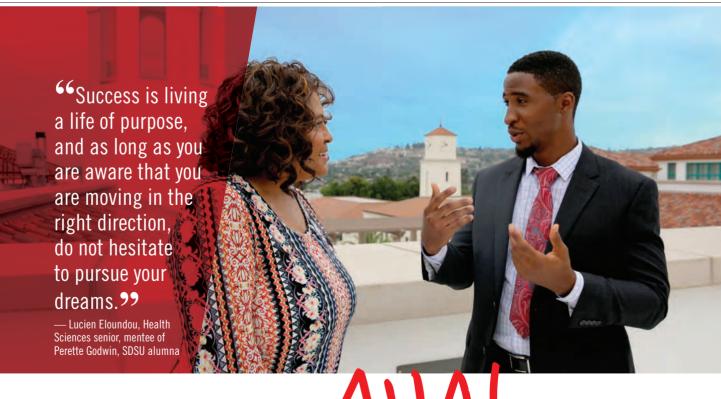


the mountain while the rest of us picked our way down the rocky trail. "Don't run where you'd mind falling," I'd yell.

And he would keep on running, as if the strength of the hills was his.

Jay Heinrichs
EDITORIAL DIRECTOR

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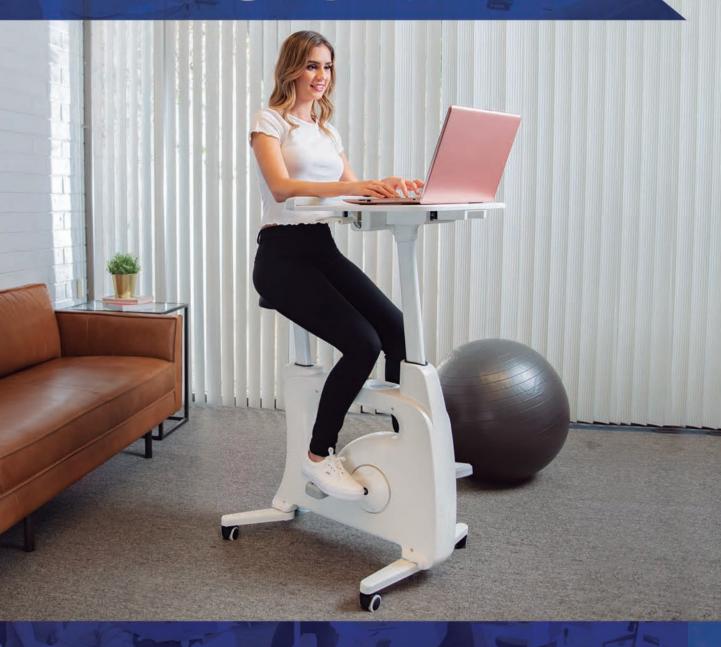


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Dear Editor,

I just got done reading Kimberley Lovato's nicely written article ["Napa Rally," August 2018] on the new independent baseball team in Napa, California. An avid baseball fan myself, I found the article refreshing and insightful into how an independent team gets started and finds its own way in a community. It made the flight more pleasant and was a kind reminder about

slowing down and enjoying the game ... with a hot dog, of course!

Jeremy Harris

HUNTINGTON BEACH, CALIFORNIA

No ball game is complete without one, that's for sure.

BASEBALL = LIFE

I contemplated reaching out for all of 33 seconds before deciding I had to. I was flying from Corpus Christi, Texas, to Houston and stumbled across Kimberley Lovato's article. Baseball—what a beautiful game and how incredibly significant it has been in weaving together the tapestry of my life. My son plays, my husband coaches, and our family time is usually on a diamond somewhere, Baseball really is life for me. For us. So, I wanted to say thank you for the few minutes of peace. The hustle and bustle of daily life keeps me bogged down with minutiae, and I often lose my ability to settle in for a good read. Kimberley's writing was eloquently scripted and made my heart smile.

Brandy Garner BAYTOWN, TEXAS

Beautifully put, Brandy. It's no wonder baseball is America's favorite pastime.

HOME RUN

I admire the way Kimberley Lovato captured the Napa community in her article about the Silverados. There is a spirit here in Napa that goes beyond sports or business. It has evolved into a community ethic that weaves its way into the next generation. Thank you.

Doug Ernst

/ Getting a local's stamp of approval means a lot. Thanks, Doug.

SEEN ON SOCIAL

I was delighted to see an article about independent baseball in @Southwest TheMag—and even more thrilled to find women wrote (@kimberleylovato) and photographed (@mbkoeth) it!

2 @TATIANAWRITES

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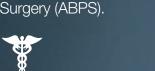
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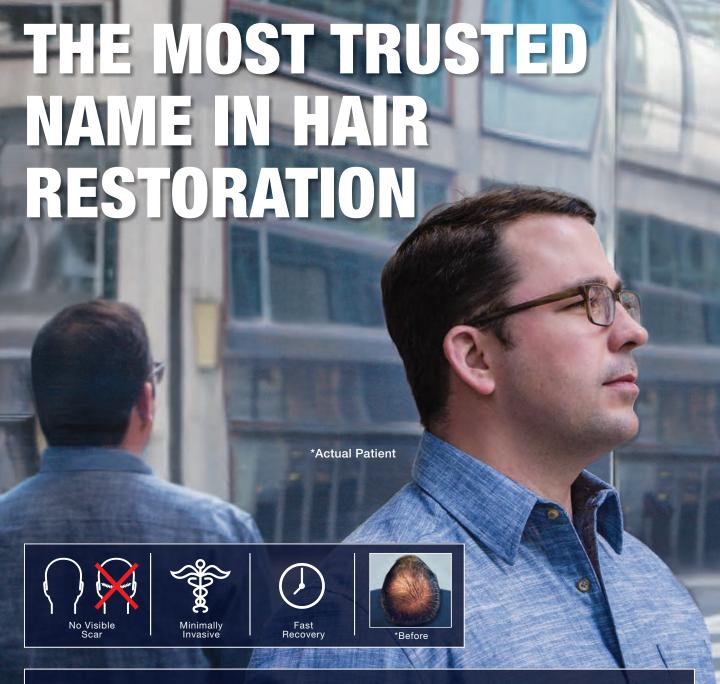
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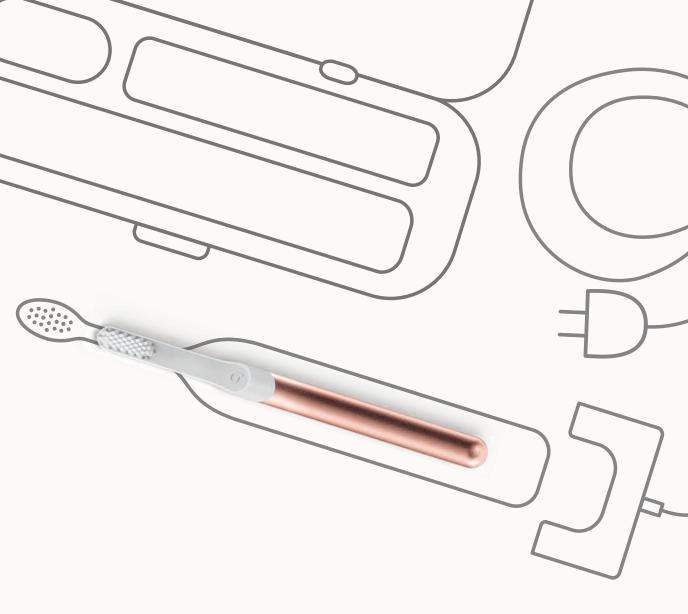
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The survey also found that 28 percent of respondents think they currently live—or have lived—in a haunted house.

33% of us are open to living in a house that's haunted.

Maybe there's no need to worry about things going bump in the night. After polling 1,000 people, Realtor.com found that a third of us are open to a ghostly roommate—and 27 percent *might* be. (Before they'd consider taking down that "for sale" sign, 40 percent of respondents did want the price lowered.) So what constitutes a haunted house? According to the respondents, think strange noises, unnerving feelings in certain rooms, and disappearing objects. Better go check for any skeletons in the closet.



ORDER THIS

Sing Like a Bee

When it came time to decorate at The Haymaker in Raleigh, North **Carolina**, bar manager Josh Gagne wanted "to make it feel like we threw a party at Grandma's while she was out of town." That means old-fashioned light fixtures, plush armchairs, and wood floors paired with big windows and a soundtrack of '90s hip-hop. That blended style is epitomized by the Sing Like a Bee: Earl Grey-infused gin with citrus for acidity and honey for sweetness, served in a vintage-style teacup. The result is a light cocktail that Gagne promises "will make you want to stick your pinky out." We guess it's time to raid the china cabinet.



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SPOTLIGHT ON

Edible Flowers

Move aside, microgreens. Blooms are having a moment. A budding romance has sprung up between flowering plants and creative chefs looking to bring texture, color, and unusual flavors to their dishes. Lest you think the flowers are just another pretty garnish, restaurants like **Nonesuch in Oklahoma City** are making a case for their full culinary inclusion. Buy a ticket to its hyperlocal, multicourse feast to experience marigold-infused kombucha, peppery nasturtiums paired with boar prosciutto, and a mushroom and turnip soup dumpling that you have to hold *just* right to keep the broth from running down your chin. Arguably, the best part is the dumpling's delicately placed anise flower that tastes like licorice.



PETAL POWER



CARY, NC
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on scallops to violets
suspended in a sugar
sphere, Herons never
misses a chance to
use fresh sprigs.



LAWRENCE, KS Bon Bon's garden is home to borage, which brings a cucumber-like taste to the restaurant's soba noodle salad.



NEW ORLEANS
The toppings on
Willa Jean's smoked
salmon toast change
with the seasons.
One month, it's sweet
orchids, the next,
bitter snapdragons.



LAGUNA BEACH, CA At Studio, coriander ice cream and cilantro petals round out the citrus creme brulee.



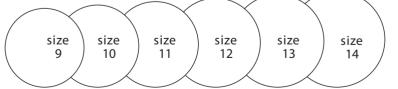
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of us would take a pay cut for a shorter commute.

According to a survey conducted by LinkedIn, most of us would give the green light for a lower salary as long as our bosses could guarantee fewer minutes spent getting to work. But it's not just time that's the driving force behind the desire for shorter trips—lengthy journeys aren't exactly budget-friendly. The research showed unhappy commuters spend more than double (\$228) what happy commuters do (\$101) on travel a month. Throw in the stress of traffic and less time with friends and family, and we're talking about one rocky road.

IN TRANSIT

How do commuters like to pass the time? LinkedIn found that 64 percent listen to music, 19 percent phone a friend, and 17 percent catch up on podcasts.



OUTTAKES

IT GIRL

I want the woman wearing our designs to be recognized for her style, not the brand logo.

ICONIC INGENUITY

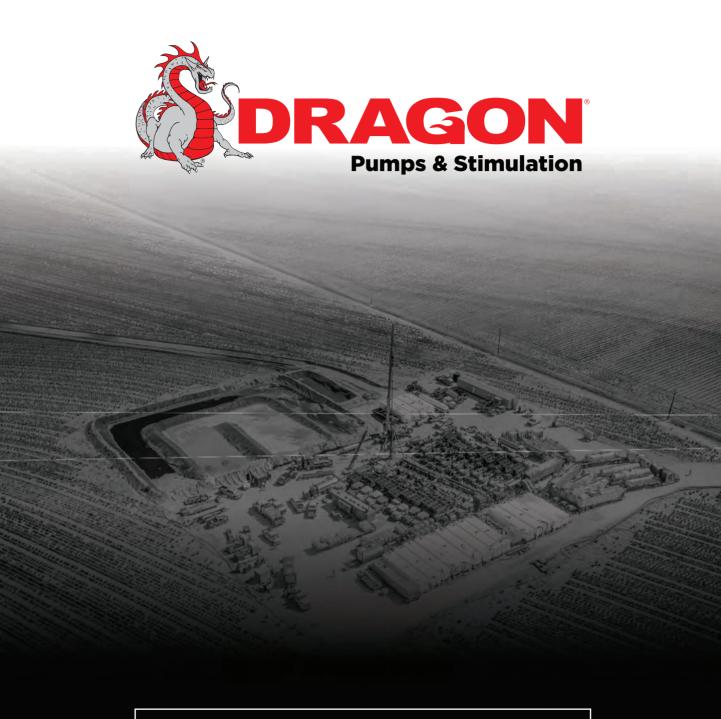
When I was younger, I discovered Alexander McQueen in Vogue and was in awe of his artistry. He was more innovative with technology than almost anyone.

GO-GETTER

I never want an employee to say, "This is my box and that's all I can do." If they have an idea that has nothing to do with their area, I still want to hear it.

Rebecca Minkoff

Emphasizing open dialogue can lead to empowerment, says the fashion designer. For all the talk that goes on about the glass ceiling, there's a different problem in the female-dominated fashion industry: Not enough women are sending the elevator down for other women. A few years ago, I started a dinner series featuring people like Kristin Lemkau, the CMO of Chase Bank, and Laurel Richie, the former president of the WNBA. It was great to bring all of these dynamic women together, but I wanted my customers to experience it too. So, we created our RM Superwomen platform on social media, and we do in-store fireside chats every month. We also created an internal company mentor program because I want the women in my office to get access to these speakers, hear their stories, and be inspired to take that next step.



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n the belly of St. Louis' Gateway Arch, rosy-cheeked tourists are lining up before a series of little steel doors that appear to have been designed for Hobbits. I hear the thumping of heavy machinery on the other side of the wall. We've all got tickets to the top of the Arch. But how do we get there?

The little doors slide open and five of us—me and a chatty family—squeeze into a tiny, brightly lit tram that looks like an escape pod you might find aboard the Starship Enterprise. I'm practically sitting in

the grandfather's lap, which he takes as a window to say, "Hi, I'm Phillip!" Before the doors close, I've learned that my podmates traveled here from Illinois for a Kenny Chesney show, a brewery crawl, and—just for good measure, I guess—a wedding.

With a lurch, we ascend through the north end of the Arch. A window on the side of our pod offers glimpses of the columns, cables, and staircases that make up the Arch's "guts." The pod ascends along a sloped track, climbing 630 vertical feet through this constellation of metal. I've barely been in town for two hours, and yet here I am, compressed into a clown car with four fellow out-of-towners as we journey to the top of the most iconic St. Louis landmark, the tallest man-made monument in America.

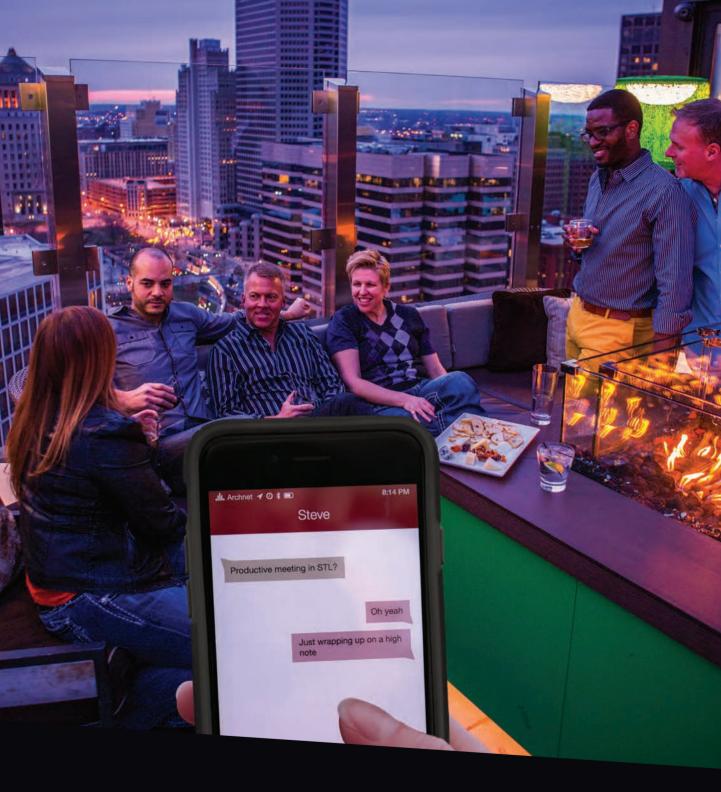
This is the port of entry through which millions of tourists pass each year: a big silvery tribute to a bygone chapter of American exploration. But St. Louis never got the memo about the "bygone" part.

Here, in this city, the journey continues.

The Gateway City

Like many millennials, I first experienced St. Louis while spending countless hours of my youth glued to a computer screen playing *The Oregon Trail*. Wagon parties would take a boat ride on the Mississippi from St. Louis to Independence Landing—the official starting point of America's most famous dirt highway. If you stood on the banks of the river during the mid-19th century, you could watch steamboats full of greenhorns and livestock chugging toward the sunset in pursuit of a better life on the frontier. This is why St. Louis was dubbed "Gateway to the West."

But what does a moniker like that mean to someone today? The West, as a dream, used to be the bee's knees. As a kid who



CAP OFF A GOOD MEETING WITH A GREAT NIGHT

Of course we have the Gateway Arch, but that's not the only place to get an aerial view. St. Louis provides plenty of venues for out-of-the-box thinking, like 360's rooftop bar, where you can enjoy a cocktail and a bite to eat while checking out the city from above.

Turn your good meeting into a great adventure at explorest louis.com/meet.



grew up in the Boston suburbs, I used to dream of going out there, and eventually, as a USC student, I did. But now much of the West is crowded and expensive, while St. Louis—a city founded by French fur trappers who became overshadowed by the allure of the frontier—remains an enigma for many. Everyone knows about the Arch, of course. Those of us who enjoy baseball are familiar with the zeal of Cardinals fans. And if you take your games with American lager, you're probably aware the original Anheuser-Busch plant is here.

And yet, before this past summer, if you had asked me to characterize St. Louis as a major city—to personify its civic essence—I couldn't have offered a convincing answer. Because how exactly does one characterize a city best known as a portal to dreams that happen somewhere else? How do you reconcile this history with the fact that St. Louis is known for a handful of tourism landmarks and commercial brands but remains a mystery city to many would-be visitors?

I wrestled with that question as my flight for St. Louis took off into a muggy sky. I still couldn't put my finger on "what" or "who" St. Louis is today. So that's where I was going—downtown, straight through the Arch, in a sense, and into the heartland of the Midwestern metropolis.

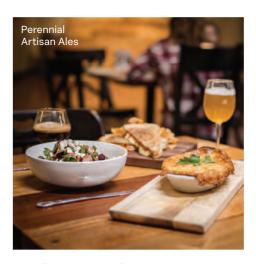
A decadent welcome

When you're approaching St. Louis from the sky, the high-rises seem to reach up from the agrarian flatlands to greet you. Once we land and deplane, I follow signs for the MetroLink. Within 15 minutes, I'm comfortably seated aboard an exceedingly clean light rail train that's shooting toward the city. At this rate, I'll be there in time for a coffee refuel and my climb up the Arch. Not a bad start.

I drop my bags and change my duds at the downtown Hyatt Regency St. Louis at the Arch. Not only does my room have a killer view of the monument and riverfront, but the hotel staff has also kindly sent up a welcoming treat: four slices of St. Louis gooey butter cake that's sugary enough to make your eyes roll into the back of your head. (That's my reaction, at least.) One bite makes short-bread feel like an exercise in Puritanism. I commit to eating gooey butter cake each day that I'm here.

The historic St. Louis riverfront—once crowded with steamboats—is right across the street from the hotel. I stretch my legs and spend the next hour happily putzing around the renovated Gateway Arch Park, trying to imagine legions of fur trappers chewing their tobacco and slinging pelts on the banks of the river. In the shadow of the Arch itself, which looms over the park, I overhear some tourists having an urgent conversation about food. A few words leap out: "slow-cooked beef," in particular.

I follow the tourists leaving the park and head back into the swelter of downtown. I'm soon standing in an absurdly long line of office workers shuffling into Sugarfire Smokehouse, which looks like a cafeteria designed by



Grab a Microbrew

Perennial Artisan Ales / Leave the familiar behind and step into experimental territory at this brewery, where the ales and lagers are brewed with ingredients like ancho chiles and aged in wine and whiskey barrels.

Schlafly Beer / Start your suds sampling at the brewery where the St. Louis craft beer scene began. Schlafly's flagship beer is its classic pale ale, and the pine- and citrus-blasted "Hop Trial" IPAs will keep your palate happy.

Urban Chestnut Brewing Company / Cool off from the heat with a tall glass of golden Kölsch ale or nut-brown Dorfbier, and toast the afternoon away at this craft brewery's Germanstyle bierhall or their outdoor beer garden.

2nd Shift Brewing / Saisons infused with wild yeast and jet-black imperial stouts are among the bold, aggressive offerings brewed here—and with names like "Cat Spit Stout" and "Conjunctivitis Pink IPA," the cans themselves are worth saving.

a rockabilly band. Atomic red walls, old guitars, and a bull statue made of welded sheet metal greet us as the line inches closer to the counter. I order a heap of beef brisket, fiery jambalaya, grilled seasonal greens, and a smoked chocolate-chip cookie. The brisket is a heavenly mix of juicy meat, smoke-infused fat, and peppery bark.

Downtown buzz

After taking in so much meat, a digestive walk around downtown is in order. The first thing I notice about the neighborhood



after leaving Sugarfire is the symphony of sounds that ricochets off the historic buildings. Downtown is alive with people talking on cellphones, cars humming, and jackhammers rumbling. This is a leap from the days when downtown St. Louis was a hollowed-out district that employers (and tourists) left in favor of the suburbs. Today, the city's urban core is packed with restaurants, parks, startups, bars, galleries, and long-established businesses. PGAV Destinations—the firm that designed attractions at the Busch Gardens amusement parks in Virginia and Florida—is headquartered here. It's working on St. Louis's first aquarium (more on that later).

I've arrived just in time to reap the rewards of what St. Louisans have been calling an urban renaissance. Led by city officials and business leaders, this renewal effort is part of a grand plan to make St. Louis one of the most pleasurably recreational and "livable" cities in America. This means helping small businesses establish themselves in empty spaces, constructing a citywide greenway of walking and biking trails, and sprucing up existing attractions. The Arch, for instance, now has a gorgeous museum full of Oregon Trail artifacts that tell the story of the Manifest Destiny era, including the injustices done to Native American tribes by the U.S. government.

From the Arch, I stroll to another sacred venue: Busch Stadium. What greets me isn't just a baseball stadium. It's a towering colony of restaurants, pubs, offices, and even apartments. This is Ballpark Village—a city-within-a-city





for Cardinals fans. The team is playing in Chicago today, but the "streets" here are still teeming with folks in red jerseys and ball caps.

I duck into the Budweiser Brew House and find myself in a huge atrium where several hundred spectators are tossing back beers and watching the game on a jumbo screen. An elevator takes me to the roof deck. Moments later, I'm gazing at the bleacher seats and diamond of Busch Stadium while nursing a Bud as the sun casts the village in a hazy golden glow not unlike the beer itself.

A gladiatorial roar resounds from inside the Brew House. It startles me so much that I almost spill my beer onto the revelers in the streets below. I come from a town notorious for its sports fans, but the Cardinals crowd is famous for its fervor. Spend an hour with the masses at Ballpark Village and you'll feel like the next World Series trophy is right around the corner.

That's another neat thing about St. Louis. People here want to see each other win. But the game itself matters too—perhaps even more. Because there's a lot of fun to be had in proving yourself.

Pitching in

I wake up early the next day and grab a cortado at Catalyst Coffee Bar—a gallery-cafe hybrid where you can walk in with a caffeine hankering and walk out with a



It's that can-do, start-up spirit that prompted Jack Taylor to found Enterprise here in 1957 and grow it into the world's largest car rental provider. And it's why we've continued to make it our home. Forbes ranks it among the most affordable places to live in the U.S.* And last year, St. Louis saw the largest upward shift of startup activity in the country.** We're proud of that. But we're even more proud of the St. Louis spirit that makes it happen.





Where the Art Is

Catalyst
Coffee Bar / An
extension of Art St.
Louis—a nonprofit
that supports local
artists—this sleek
coffeehouse doubles
as an art gallery. Here,
admiring patrons drift
from one colorful
canvas to another.

Citygarden / This sprawling (and free) urban sculpture park is one of the most enchanting places in Downtown St. Louis. Admire 24 original sculptures while wandering amid ginkgo biloba trees, rain gardens, and fountains.

Grand Center Art
District / The city's
creative epicenter,
Grand Center is
home to art galleries,
theaters, and restaurants. Come here on
the first Friday of each
month for free admission to the museums
and galleries.

chiaroscuro painting made by a local. Then I hike over to the T-Rex incubator, located on the upper floors of a highrise that once housed a luxe furniture store.

At T-Rex, burgeoning entrepreneurs find mentors, workspace, and even funding. More than 200 businesses operate here, and as I walk the main floor, I can see commerce in action. Entering T-Rex is like stepping into a clubhouse full of people draped across couches with laptops and iced coffee. Except the vibe isn't clubby—it's crackling with collaborative activity. And strangely inviting. Within minutes, I'm ready to roll up my sleeves and create some spreadsheets.

T-Rex is one of three "innovation districts" in St. Louis where tech startups and companies are imagining (and patenting) the future of industries such as healthcare and agriculture. T-Rex just won a federal grant to establish an in-house geospatial technology hub. The incubator's recent "alumni" include Greetabl, which creates personalized gift cards and mystery gift boxes, and TopOpps, an AI development company that works with sales teams. On an emerald sofa by the T-Rex bar, I meet a young guy named Chisom Uche who's called St. Louis home since 2010. A former TopOpps marketing specialist, he now handles investor relations for the VC firm Cultivation Capital, which is located here in T-Rex.

"I moved to St. Louis to go to college, but as soon as sophomore year, this city had become so much more to

me," Uche says. "There's a real team-like outlook here. If you come with a dream, and if you put yourself out there, you'll find people who will listen to your idea and go, 'Sounds fun. Let's make it happen."

Digging in

I take a ride over to St. Louis' Central West End to visit the Cortex Innovation Community, which has sleek, postmodern, box-like buildings that are home to corporations such as Centene, which designs and offers Medicaid products. But my destination in Cortex isn't a publicly traded company. It's Vicia, a "vegetable forward" restaurant that *USA Today* readers voted the No. 2 Best New Restaurant in America last year. After yesterday's barbecue blitz, I'm ready for a meal that allows roots and roughage to lead the way.

As I enter Vicia's cool interior, which has dark hardwood floors and decorative tree tendrils, I'm met by Tara Gallina. She launched Vicia with her husband, chef Michael Gallina, in 2017. Named after an herbaceous pea-family plant that restores

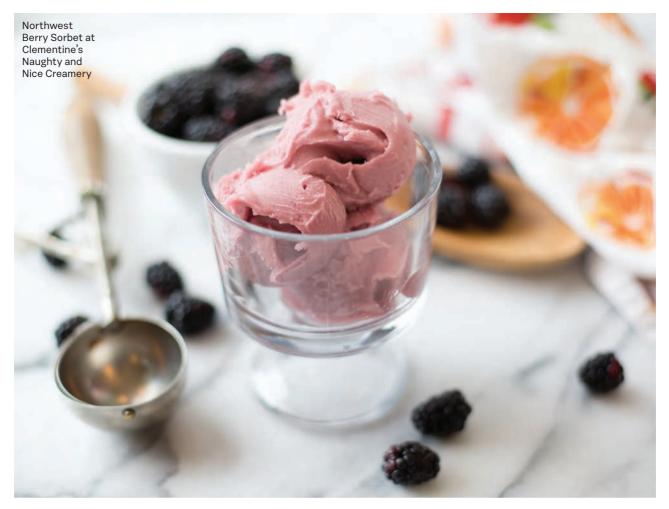


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nutrients to soil, Vicia began as a pop-up and evolved into a brick-and-mortar house of worship for regional foodies. Soon, writers from major publications took notice.

"Michael and I got to know each other around the kitchen and gardens of Blue Hill [at] Stone Barns," Tara says, alluding to the New York restaurant where the two worked around 2004. "Back then, the

After farm-to-table decadence, a taste of innovative ice cream.

whole 'farm-to-table' concept was becoming a point of interest to diners. And that's where the 'vegetable for-

ward' idea sprang from. When you put vegetable proteins at the front of the menu, a local farmer's harvest becomes an opportunity for creativity in the kitchen."

As Tara takes a sip of nitro coffee, we're joined by Michael, who's dressed in his white chef's coat and has just finished walking the floor staff through today's menu. He suggests the chilled corn soup, which arrives moments later, sprinkled with buttery "popcorn powder," a garnish

that I will unsuccessfully attempt to replicate in my own kitchen after this trip. The accompanying cherry tomato salad is so sweet yet earthy that I can imagine Vicia's cooks plucking the tomatoes from a raised garden in the back lot. Every bite keeps my palate in a state of excitement.

If dining at Vicia is an exercise in farm-to-table decadence, then going out for ice cream would be gourmand sacrilege, right? Wrong. That's what I learn after saying bye to the Gallinas, venturing over to the leafier west side neighborhood of DeMun, and popping into a parlor with white brick walls and checkered floors. I've entered Clementine's Naughty and Nice Creamery.

The owner, Tamara Keefe, walks me through a sampling of her wildly creative handmade flavors. These include Cup O Sunshine (with turmeric, ginger, and peppercorn) and a booze-infused B-52: ice cream with Kahlua, Irish cream, and Grand Marnier. The B-52 is one of Tamara's "naughty" flavors for customers 21 and older. Her alcohol infusion process is patented.

"I partnered with a local food scientist to figure out how to freeze the alcohol," Keefe says as I take a bite of her gooey butter cake ice cream (diversifying my gooey butter cake tour). "It took us about six months. Now some of the boozy flavors we offer can have up to 18 percent ABV."

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Usually, I'm happy to organize my trips around food, but I've eaten so much St. Louis fare I'm afraid I'll soon need someone to show up with a stretcher and carry me to the hotel. It's time to burn some calories. Lucky for everyone, St. Louis offers some of the greatest recreational destinations in America, and most of them are free

Playtime

No visit to St. Louis is complete without spending an afternoon roaming the groves, glades, and hills of Forest Park.



Treasure Hunting

Civil Alchemy / A bright take on the general store, this chic boutique is one of the only places where you can pick up a bottle of lavender maple syrup or house-crafted gin and then assemble a bouquet of blossoms at a self-serve flower bar.

STL-Style / A huge kaleidoscopic mural is the first thing that greets you when you approach the entrance of this apparel shop. The artisan T-shirts and couture you'll find inside are visual tributes to the city's diversity and eccentricity.

Plowsharing Crafts / Artisan earrings, scarves, and even masks are among the eclectic treasures you'll encounter in this fair-trade store that helps makers from around the world find a market for their creations.

The Green Shag Market / No visit to a city as proudly zany as St. Louis is complete without some thrifting. This antique market is a labyrinth of relics, and you're as likely to find a bearskin rug as a series of postmodern clown paintings.

West of downtown, this resplendent 1,300-acre green space outdoes New York's Central Park in sheer size. It also features a generous menu of free outdoor activities. My first stop is the most famous and timeless: the St. Louis Zoo.

It features more than 16,000 animals, which means I have to orient myself by hopping on the Zooline Railroad and taking a ride through each wildlife area. After zipping out of a tunnel, the train rushes through a bamboo forest just in time for us to spot an elephant lumbering around the undergrowth. I disembark at Grizzly Ridge, where the resident bears are sunning themselves on rocks and gifting onlookers with priceless Instagram material. It's near 90 degrees today, so I cool down by heading into Penguin & Puffin Coast—which was one of the world's first zoo exhibits to eschew glass barriers. The interior is chilly enough to vaporize your breath, a reprieve from the inferno outside. The penguins are strutting around their rocky enclave, honking and splashing water on overjoyed visitors. The puffins, by contrast, are an unflappable crew, watching the world go by.

After spending two hours with Mother Nature's creations, I'm ready for something more meditative. So I take a long, bumbling walk along the Forest Park Trail network as the wind rustles the shagbark hickory leaves overhead. A staircase-shaped waterfall on a hillside is surrounded by picnicking families. Bicyclists ring their bells as they pass. Some tanned joggers and I exchange friendly nods. Later, I happen upon a cerulean pond full of people in paddleboats. I'm tempted to scrap my plans for the evening, rent a boat for an hour, and join them. But another St. Louis landmark is beckoning, just a few steps away.

The Muny is the oldest and largest outdoor musical theater in America. It's located in the heart of Forest Park. Families are already lining up for tonight's show, *Annie*. Some of them are here for the free seats that are given out on a first-come, first-served basis. Other ticket holders are stocking up on popcorn and candy before the "lights" go down. Hidden in the snack crowd is Mike Isaacson, a Broadway veteran who's now the Muny's artistic director. He's dressed in shorts and a polo shirt, eating an ice cream sandwich, when I meet up with him.

"The audience at the Muny is a theater crowd with a sports team mentality," Isaacson says as we walk around the 11,000-seat amphitheater, which is bathed in purple evening light. "One night, we did a production of *My Fair Lady* that kept getting interrupted by thunderstorms. But most people stayed in their seats! The show didn't finish until 1 a.m., and they all stuck it out. They wanted to beat the elements. They wanted to win."

An hour later, every seat in the Muny is occupied. I'm in the center with an ace view of the stage. Annie has just flown the coop at Miss Hannigan's orphanage. Daddy Warbucks is back from his business trip and looking haggard. Ominous clouds are amassing overhead. Nobody notices or cares. The show will go on.



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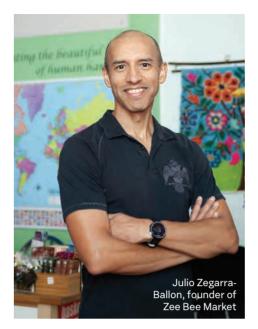
The unfinished chapter

The next day, I'm sitting in the shade near west Forest Park, sipping espresso and talking with Vin Ko. Born to Chinese parents and raised in St. Louis, Ko is a senior program manager at the St. Louis Mosaic Project—a regional initiative among companies and civic leaders to create and support business opportunities for immigrants and attract international talent to the city. St. Louis has welcomed thousands from Latin America, the Caribbean, Europe, and Southeast Asia. The city has the largest Bosnian population outside of Europe.

"Our goal at Mosaic Project is to make St. Louis the fastest-growing city for immigrants in America by 2020," Ko says. "Immigration is part of our history, going all the way back to the era when St. Louis was founded. It's a huge chapter of our story that's still happening."

I met with Ko not only to learn about the immigrant experience in St. Louis, but also the millennial experience. Young people have been flocking here too, enticed by the affordable housing, free cultural offerings, and the welcoming nature of the entrepreneurial scene. So Ko, who's 30, has gamely recruited friends and planned a tour of Tower Grove South, one of the city's youngest and most socioeconomically diverse neighborhoods.

At Brasilia, a sunlit Brazilian restaurant on South Grand Boulevard in Tower Grove South, I meet with Ko



and his friends over tostada de camarao (shrimp toast) and vegetarian paella. Ko's partner, Sarah Arnosky, regales us with gritty, kneecap-busting stories of her local roller derby team, the Arch Rival All-Stars. They're about to fly to Spain for an international competition. A teammate of Sarah's, Amy Bellm, is sitting across from me. A grad student at the University of Missouri–St. Louis, she's usually found instructing social work majors and fulfilling her research duties on campus. But the food at Brasilia—and the company—has proven a welcome diversion.

Bellies full, we stroll up South Grand and breeze through Zee Bee Market, a fair-trade store loaded with colorful fabrics, earrings, and tchotchkes—and check out a swanky comic book bar and lounge called Apotheosis Comics. As we continue our sunset pilgrimage down the street, another member of our crew, Shayn Prapaisilp, ushers us into Jay International Food Co., a global provisions market that his parents founded after moving to St. Louis from Thailand. It's the first marketplace I've been to in America where I've encountered uncut jackfruit—a gargantuan green orb that looks like a dragon egg and is often used as a meat substitute.

We trek southeast through a sleepy neighborhood of brick houses that are redder than Mars dust. (The bricks are made from local clay, which is prized for its rich hue.) Ko takes a right turn onto Cherokee



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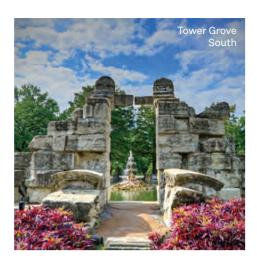
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Neighborhoods to Explore

Tower Grove South / Built around a sprawling park, Tower Grove South is one of the area's most vibrant hoods. Home to many artists and immigrants, this is where the pulse of young St. Louis is as loud as a drumbeat.

Soulard / The oldest neighborhood in St. Louis is a tribute to the city's French immigrant founders. Whether you're seeking live music of the sultriest order, a hearty dinner, or perhaps a Budweiser draft from the brewery, you'll find it in Soulard.

University City / The neighborhood (especially the Delmar Loop section) near Washington University is a decadent and lively corridor of international restaurants, boutiques, and clubs. Among the latter is Blueberry Hill, where Chuck Berry once shredded.

Central West End / The tree-lined streets, galleries, and cafes that fill this romantic neighborhood bring to mind an afternoon in Berlin. (Fun fact: Tennessee Williams grew up here.) You'll also find lots of public art. The Cathedral Basilica of St. Louis alone contains one of the world's largest mosaic collections.

Street and we enter Gravois Park, a neighborhood crowded with pedestrians. We hit up a neon-colored snack bar called The Taco & Ice Cream Joint, where we treat ourselves to the creamiest paletas I've had in years.

We're joined here by three more of Ko's friends. There's Diana Zeng, a local painter; Bomi Park, assistant project manager at the World Trade Center St. Louis; and Keisha Mabry, an author and speaker who travels the world to teach people about cultivating friendships organically. Her book, Hey Friend: 100 Ways to Connect With 100 People in 100 Days, is drawn from

her experience as a St. Louis transplant. "Whatever you're here to do, somebody knows somebody," Mabry says. "Getting out there as much as possible and putting yourself in that one person's path is the key to making your thing happen."

It's getting dark now—the perfect hour for craft beer. Ko guides us over to Earthbound Beer, where co-founder Stuart Keating is holding court at the bar. Keating is an environmental lawyer who still finds time to practice law while dry-hopping IPAs and foraging the nearby woods for oak leaves that will go into Earthbound's jet-black Dead Druid King beer.

With an aggressively hoppy ale in hand, I follow Keating down into Earthbound's catacomb-like cellars, where the kegs are stored. Along for the tour is Carlos Restrepo, a native Colombian who came to St. Louis to be a journalist and is now part of the city's Hispanic Chamber of Commerce.

"The old America that people dream about is here in Cherokee," Restrepo says as we pass pallets of cans that will soon be filled with beer. "This is a city where you can still get [things] done."

Did he expect St. Louis to be that way when he arrived? "Not at all." Restrepo shakes his head. "When you're an immigrant, you have to make it wherever you end up. There's no Plan B."

Can-do spirit

I'm supposed to go home now. But I don't want to. St. Louis has cast a spell on me. Leaving now would feel like walking out on a big project that your friends are really excited about. That's what St. Louis feels like: a workshop of wonders and creators that's inexplicably flying under the radar.

I decide to reschedule my flight and savor the "let's do this!" spirit of St. Louis for a little while longer. In the morning, I take a ride to the suburb of Clayton for coffee with Andy Taylor, the CEO of Enterprise Rent-A-Car. The Taylor family has invested millions here in the Arch, parks, and museums. Andy himself co-led the recent renovation of the Arch grounds.

"I've never been more optimistic about St. Louis than I am now," Taylor says. "We're an affordable town, we're a charitable town, and there's so much interesting stuff going on here. That's a lure, and people are biting."

Brunch is next. The joint is Sardella, an Italian-influenced restaurant in Clayton that was founded by Gerard Craft, whose gourmet restaurants have put St. Louis in the foodie atlas. Craft—bearded, tattooed, and soft-spoken—swings by my table to say hello as I wolf down ricotta-stuffed ravioli with brown butter hollandaise sauce and a side of zucchini. He sends me on the road with a sugar-raised doughnut the size of a Roomba.

I spend the afternoon on the west side of downtown, climbing through wire tunnels and caves at the City



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Museum—which is what would happen if you challenged local artists to design the world's largest jungle gym. That's how this place came into being, and I'm awestruck. One climbing route takes me to a school bus that's securely balanced on the roof of the building. Another passage leads to a 10-story slide that spirals down through a factory-like atrium. By the time I reach the rooftop Ferris wheel, my T-shirt is almost translucent with sweat.

I return to Cherokee Street for a last supper of Southeast Asian diner–style food at Vista, which just debuted a new menu. As I tuck into my cheeseburger with fish sauce pickles, I notice two people waving at me from across the room. It's the Gallinas. They've managed to escape Vicia for a quick bite. But as I head over to their table to say hi, something else distracts me. Outside, legions of naked bicyclists are pedaling along Cherokee. This is the St. Louis World Naked Bike Ride, an annual ritual that I would have never known about had I taken my original flight home.

Every time you think you're ready to go, this city finds a new way to pull you back in.

All aboard

I wrap things up at Union Station. Not long ago, the place was a post-apocalyptic wreck of crumbling bricks and decades of dust buildup. But today, the station has been polished and transformed into a boutique hotel and mall. The once-dilapidated hotel hall now features mosaic artwork, landscape murals, and a great, gleaming Roaring '20s-style bar. The sprawling glass train shed is rented out for conventions. But now plans are underway for this part of



Union Station to get a new addition—St. Louis' first aquarium.

I wander around the train shed, imagining where the shark tank and the "touch pool" will be placed. Somebody cooked up the idea of putting sea creatures in a train station, and the city is running with it. And if everything I've seen and heard in St. Louis is any measure, the aquarium will be a big winner.

The grand opening is expected to take place next year.

I'll be there.

Miles Howard is a freelance writer in Boston. Email him at mileswhoward@gmail.com.



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Spanning more than 55,000 miles, our national trails cover America—and reveal it like nothing else. If our national parks are the picture of America's splendor, then our national trails are the unforgettable pixels. Oct. 2 marks the 50th anniversary of Congress' creation of the National Trails System, which today encompasses 11 National Scenic Trails, 19 National Historic Trails, and nearly 1,300 National Recreation Trails. Together, these land and water routes are longer than the Interstate Highway System and seamlessly intersect with national and state parks, national wildlife refuges, Bureau of Land Management territory, and national forests.

Depending on their location, you can experience national trails by foot, bicycle, car, boat, horse, even snowmobile. Serious adventurers should check out the National Park Service and the Partnership for the National Trails System for online trail overviews. For those who simply want to ramble for a while, consider the following walks, selected for their proximity to major cities. Just remember two magical words: comfortable shoes. Happy hiking.

words by
AMY BETH WRIGHT
& DEREK WRIGHT

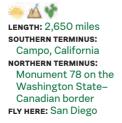
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PACIFIC CREST

NATIONAL SCENIC TRAIL



WHAT YOU'LL FIND: One of the three major north-south trails in the system, the Pacific Crest Trail runs through California, Oregon, and Washington and showcases iconic terrain of the American West, including the stunning expanses of the Sierra Nevada and Cascade Range. For a more modest hike, try Anza-Borrego Desert State Park. There, you can take a slow climb through the desert that may appear spare and even desolate, but a keen eye will spot an abundance of hidden and vibrant flora and wildlife. To the north, the PCT passes through some of the most scenic for-

ests in California at Kings Canyon and Yosemite national parks. Be sure to pack plenty of water. Scissors Crossing is a 9-mile out-and-back adventure through a hilly, arid landscape at Anza-Borrego, about a 90-minute drive east of San Diego. DID YOU KNOW? Outdoorsman Clinton C. Clarke, considered "the father of the PCT," proposed the trail to the U.S. Forest Service and the National Park Service in 1932. The PCT appeared on a government map for the first time in 1939.



BAUTISTA DE ANZA NATIONAL HISTORIC TRAIL



SOUTHERN TERMINUS: Nogales, Arizona NORTHERN TERMINUS: San Francisco FLY HERE: San Jose and

San Francisco

WHAT YOU'LL FIND: Get a sense of what Silicon Valley was like more than 240 years ago. At Rancho San Antonio Open Space Preserve in Cupertino, California, follow the footsteps of Juan Bautista de Anza, a former captain in the Spanish military, who between 1774 and '76 led an expedition that identified a path from Sinaloa and Sonora (now Mexico) to San Francisco Bav. DID YOU KNOW? Mission Dolores, built by Anza settlers in 1776, is the

oldest intact building in San Francisco.



FLORIDA

NATIONAL SCENIC TRAIL



WHAT YOU'LL **FIND:** Not many long-distance hiking trails can be compared, even in part, to sunset strolls along the beach. But at the north-

ern end of the Florida Trail, the restorative effects of sea breeze and salt air from the Gulf of Mexico will keep you going as you clamber over powdery sand dunes and approach the end of the Panhandle. Don't rely on a physical trail or tracks to find your way—those are eroded or obscured constantly by wind-blown sand. Instead, follow the bright orange poles in the dunes along

Santa Rosa Island, a barrier island east of Pensacola Beach. The Dunes Preserve Trail there scales white dunes over more than 3.4 miles, passing coastal wetlands, salt ponds, a maritime forest, and needlerush marshes. Sunset and early morning are ideal times for this hike, given the possibility of high heat during the day. (Nearly 90 percent of the trail use occurs from October to May, when the weather is cooler and drier.) For a longer wander, travel the last 6.9 miles of the Florida Trail near the end of the Panhandle, ending at Fort Pickens.

DID YOU KNOW? The Florida Trail is one of three national scenic trails entirely contained within one state—the other two are the Arizona Trail and Ice Age Trail, in Wisconsin.



ICE AGE NATIONAL SCENIC TRAIL



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EASTERN TERMINUS: Sturgeon Bay, Wisconsin

FLY HERE: Milwaukee and Minneapolis-St. Paul

WHAT YOU'LL FIND: This trail is a 1,200-mile trek through Wisconsin that will put you in touch with your inner geologist—even short hikes will render you an expert on glacial lakes, moraines, kettles, eskers, and drumlins. For endto-end hiking during warmer weather (hundreds of miles of connector trails link the blazed segments), combine camping with indoor lodging—The INN Style Program, via the Ice Age Trail Alliance, suggests lodging possibilities. In the Kettle Moraine State Forest, 25 miles west of Milwaukee, you can scale Lapham Peak, which reaches 1,233 feet. You can also climb a 45-foot tower for panoramic views of Wisconsin and Illinois. The western end of the trail, the St. Croix Falls Segment, is an hour from the Minneapolis-St. Paul airport. DID YOU KNOW? The National Park

Service protects 208 National Wild and Scenic Rivers in 40 states and Puerto Rico—totaling only one-fourth of 1 percent of the nation's rivers.



PONY EXPRESS

NATIONAL HISTORIC TRAIL

LENGTH: 1,900 miles EASTERN TERMINUS: St. Joseph, Missouri WESTERN TERMINIIS Sacramento, California FLY HERE: Salt Lake City

WHAT YOU'LL FIND:

When making your way uphill toward the pinnacle of Big Mountain Pass, try to envision riding a horse up and down these rugged mountains on a mission to deliver mail. The hike begins at the Little Dell Reservoir and can be between 3 and 10.7 miles. For a shorter hike, begin at Affleck Park Campground or at a roadside entry between Little Dell and Affleck. DID YOU KNOW? At Big Mountain Pass, in addition to being on the Pony Express Trail, you are also on the California National Historic Trail, which preserves the route taken by fortune-seekers and new settlers during the 19th-cen-



NATCHEZ TRACE

NATIONAL SCENIC TRAIL



LENGTH: 65 miles; the Natchez Trace Parkway is 444 miles long via automobile.

SOUTHERN TERMINUS: Milepost 17 of the parkway, near Natchez, Mississippi

NORTHERN TERMINUS: Milepost 427, near Nashville

FLY HERE: Nashville

WHAT YOU'LL FIND: Both the Natchez Trace National Scenic Trail and the Natchez Trace Parkway, which administers the trail, follow the Old Natchez Trace, a forested corridor moving through lands once inhabited by the Chickasaw, Choctaw, and Natchez tribes, and later traversed by Kaintuck boatmen, European settlers, traders, and the military. At milepost 427, stop at Garrison Creek, part of the 20-mile Highland Rim Trail. There, you can climb and descend along the natural slope and decline of the rustic Tennessee hills. There's more elevation gain than initially appears, ensuring a good cardio workout at the end of the day. **DID YOU KNOW?** Much evidence suggests that the formative path

of the Old Trace was carved by bison and giant sloths more than 10,000 years ago.

tury Gold Rush.





NORTH COUNTRY

NATIONAL SCENIC TRAIL



WHAT YOU'LL FIND: In its entirety, the North Country Trail (the longest in the system) celebrates the specific beauty of the upper Midwest—forested expanses, broad and lolling lakes, and carved and sculpted coastline. The trail through the Huron-Manistee National Forests,

45 minutes north of Grand Rapids, is a journey into the heart of a thriving woodland. It's possible

to hike 139 miles of the NCT at Manistee within a week. Or you can drive 75 minutes north from Grand Rapids to the M20 trailhead near White Cloud for a scenic northbound excursion into forest that is enveloping and seemingly endless. DID YOU KNOW? The NCT continues toward Michigan's Upper Peninsula, where the shoreline at Hiawatha National Forest, a startlingly beautiful unit of the National Forest System, borders three of the five Great Lakes: Lake Superior, Lake Huron, and Lake Michigan.

NEW ENGLAND NATIONAL SCENIC TRAIL



LENGTH: 215 miles
SOUTHERN TERMINUS: Guilford,
Connecticut
NORTHERN TERMINUS:
Near Royalston,
Massachusetts
FLY HERE: Hartford

WHAT YOU'LL FIND: This hike offers quintessential New England, especially during autumn—crisp fall leaves, a stroll through breathtaking northern forest, and a lofty, climbing tree canopy. While accessible in any season, autumn is ideal, as the brisk air will keep you cool along the 500-foot ascent on Section 18, along the Metacomet Trail. Just northwest of Hartford, this 6-mile hike through Penwood State Park is steep in places—and picturesque.

DID YOU KNOW? Have a long layover in Hartford? The northern portion of Section 18 is 5 miles from Bradley International Airport and easy to get to via a rideshare.



CONTINENTAL DIVIDE

NATIONAL SCENIC TRAIL



WHAT YOU'LL FIND: Much of the Continental Divide Trail is challenging, but the results are worth it: Just outside of Albuquerque, at El Malpais National Monument, you'll see dormant volcanoes and chiseled, blackened lava fields within an otherworldly landscape that's gradually being reclaimed by plants and animals. Consider that, while more than 2,000 people attempt to hike the Appalachian Trail each year from end to end, fewer than 200 do the same with the CDT. It's the one that will test you even under the best of conditions. At the El Calderon Area of El Malpais, ex-

plore an extinct volcanic cinder cone and the depths of a lava tube. The Calderon Loop at El Malpais is a 3.8-mile circular trail that's suitable for all skill levels. The 7.5-mile one-way Zuni–Acoma Trail crosses jagged lava flow areas and is more challenging; consider making a shuttle by placing a vehicle at either end of the trail, or just hike a portion.

DID YOU KNOW? In 1962, volunteers from the Rocky Mountain Trails Association and the Colorado Mountain Club initially marked the trail in Colorado by nailing blue cans to trees, terming the CDT the "Blue Can Trail."

Amy Beth Wright and Derek Wright founded Parks and Points, a website dedicated to sharing writing about public lands. Join them on Twitter @ParksandPoints. Email comments to amybeth21@gmail.com.



STAR-SPANGLED BANNER NATIONAL HISTORIC TRAIL



(LAND): Fort Howard Park, Maryland SOUTHERN TERMINUS

(LAND): Near Sotterley Plantation, Maryland

FLY HERE: Baltimore and Washington, D.C.

WHAT YOU'LL FIND: The U.S. was a young nation fighting for its survival when the British invaded in 1812, and much of the trail, which retraces the movements of American and British troops, imparts the story of how our fledgling country held onto its independence. But beyond the history, you'll find the scenic beauty of the Chesapeake coast and Baltimore's Inner Harbor. DID YOU KNOW? Francis

DID YOU KNOW? Francis Scott Key penned the national anthem, originally titled "Defence of Fort McHenry," during the Battle of Baltimore in 1814.

It's All In Your Head

Women should feel healthy, vibrant and strong throughout their adult lives. If you've been told, "it's all in your head" or "learn to live with it," read on.

MAGGIE'S STORY

Maggie visited the Hotze Health & Wellness Center from St. Louis. During her evaluation she explained that she had been suffering from fatigue and depression since giving birth to her second child seven years earlier. Maggie had gained 30 pounds and had difficulty losing weight. Her sleep was restless and she had "brain fog." She experienced mood swings and a complete loss of any romantic desires.

Maggie had a lifelong history of cold hands and feet and sensitivity to the cold. Her body temperature always ran low. She was experiencing significant hair loss, was constipated and had severe muscle aches. Since her last pregnancy, Maggie's menstrual cycles had become irregular.

All of the above symptoms are classic features of hypothyroidism and hormonal imbalance.

Maggie had also experienced recurrent sinus infections and headaches over the past seven years, for which she had taken numerous antibiotics. She complained of recurrent abdominal cramping and bloating associated with the ingestion of sugar and bread products, which she craved.

Maggie had sought the care of numerous physicians, who told her, "Your blood tests are normal." They diagnosed her as "depressed" and prescribed antidepressants, anti-anxiety and sleep medications. A friend of hers, who was a patient at Hotze, told her that there were natural solutions for her problems. So Maggie decided to "Do a 180" and take charge of her health by traveling to Houston to be evaluated at the Hotze Health & Wellness Center.

If you are like Maggie and you want to get your life back, then contact us today at

R

HEALTH & WELLNESS CENTER INTL

hotzehwc.com



Founder and CEO





MAGGIE'S DIAGNOSIS & TREATMENT

Maggie's name could easily be erased from her chart and replaced with the names of thousands of other women in midlife whom we have evaluated. Maggie's doctor had made her feel like she was a hypochondriac and emotionally inadequate. We explained to her that her symptoms were very common to women in her age group and were caused by hypothyroidism, hormonal imbalance, poor nutrition and lack of essential vitamins and minerals.

Maggie's hormonal imbalance triggered her allergy disorder, which in turn led to recurrent sinus infections. The antibiotics that she had taken for her infections also killed normal bacteria in her body, leading to yeast overgrowth in her colon.

Maggie was prescribed natural bioidentical hormones, natural desiccated thyroid, and was placed on a yeast-free eating plan. Her allergies were treated with sublingual immunizing drops given under the tongue daily. She was also given recommendations for vitamins and minerals. Within two months, Maggie's fatigue, depression, and other symptoms had disappeared. She was able to discontinue her antidepressants. She told me, "I have not felt this good in years. Thank you for giving me my life back!"

((281) 698-8698







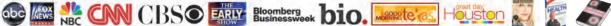
























ISHKA LOOKS at me with pleading eyes, begging me to join her on her journey. She glances eagerly up the 250 steps that wind past well-tended homes and

gardens toward a church at the summit of what some folks in this Pittsburgh neighborhood call "Holy Hill." It's like she's been waiting to show me her city's secrets. Or perhaps she just wants some help chasing squirrels.

"Yeah, Mishka is an eager one for the steps," says Brian Oswald, who owns the Australian cattle dog mix. "We've gone up and down every one of the 68 stairways in the neighborhood. And with four legs, she really sets a pace." Oswald, the chairperson of StepTrek, Pittsburgh's annual stair-climbing event, is guiding me (with help from Mishka) along his favorite stairway route.

The more than 5,000 steps in Oswald's South Side Slopes neighborhood are only a small subset of Pittsburgh's epic public stairway network. The 739 outdoor stairways cover the city's hills with more than 45,000 individual steps, comprising 24,545 vertical feet in all—approaching a Mount Everest's worth of elevation. They're the single greatest assembly of outdoor public staircases in America, and perhaps the world.

We hustle after Mishka up the church-covered

slopes of Holy Hill and are rewarded with expansive views of Pittsburgh in the springtime. Fresh blooms burst from trees beneath towering church spires, flowers radiate colors in elegant yards, and hillside greenery reaches down to meet the sprawl of the city. Oswald gestures proudly across our view. "Isn't this amazing? These steps show off Pittsburgh like nothing else."

The hills and rivers reveal a surprisingly green side of the city, while old warehouses, rail lines, and closed factories give it a Rust Belt feel, and the downtown skyline shows today's Pittsburgh at work. Interspersed through all of this are thousands upon thousands of 6-inch steps.

To understand these steps and the people who use them is to understand Pittsburgh's past, present, and future. Why are there so many steps? And how many can I climb on my visit before Mishka and my other local guides wear me out?

ITH DISHEVELED gray hair sprouting from his head like Pittsburgh hillside shrubs in winter, 79-year-old Bob Regan, the "Godfather of Steps," looks every part the eccentric retired professor that he is. He's come to meet me in a local library, wearing an old, stained sweatsuit, to preach his gospel of stairways and share his inspiration for writing the bible on the topic.

Regan's fascination with Pittsburgh's steps began 20 years ago as he rode his bike around town and saw them everywhere, wondering where they all went. He says he soon "became obsessed" with the topic, and with the compulsive focus of someone with a Ph.D. in geophysics, he decided he was going to map, climb, and count the city's stairways. Every. Single. Step.

At the time, in the late 1990s, nobody—including the city of Pittsburgh—had an idea how many stairways there were in town. Many had collapsed; others were overgrown with greenery or covered in muddy landslides. In the days before Google Maps, this search for lost stairways on the hills and in back alleys was almost like an urban, modern-day version of rediscovering Machu Picchu.

So Regan took two months' leave from his work as a professor at the University of Pittsburgh and set off on his bicycle with some paper maps to search for steps. He mapped them, including their location and additional details, using geographic information system technology.

But it was still a low-tech process, Regan recalls. "One day, I had the insight that bus stops tended to be correlated to the endings of stairways, so I followed the bus routes around and discovered new sets of stairs." In a way, the joy of



discovery was similar to 1860s Scottish explorer David Livingstone following the Nile to its source.

"I think this was the happiest time of my life," Regan says.

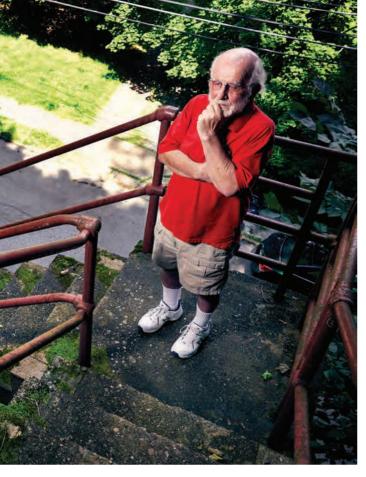
He cataloged and counted as he went, first compiling his work in notebooks and then publishing a book in 2004 with the comprehensive results. His *Pittsburgh Steps* (revised in 2015) is considered the definitive guide to a new generation of Pittsburgh stair-climbing enthusiasts, not to mention city planners, historians, and visitors.

Still, there's debate about exactly how many stairways there are. Regan says 739; the city government count is more than 800. Given the difference, I ask Regan a philosophical question: "Just how many steps does it take to make a stairway?"

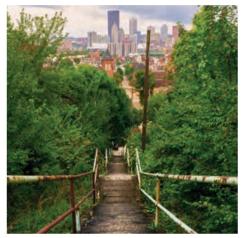
He smiles and pauses, and like a Zen master replies, "If the setting is right, all you really need is a single step." He reminisces about a hill in town rising from the South Side's Eleanor Street. Someone had installed a single concrete step in the middle of a slippery slope, creating a "stair along the way." That was enough, in his mind, to call it a stairway. For Regan and other urban step enthusiasts, a public stairway is defined as an open thoroughfare with stairs connecting public areas (versus, say, steps to someone's porch or backyard, or a stairway to a building entrance).

Showing that, despite his science background, he's still a bit of a romantic, Regan recommends





(Left) Bob Regan, a retired professor, cataloged all of the city's steps in a 2004 book. Brian Oswald (bottom right) chairs the city's annual stair-climbing event, StepTrek. Both men are among the many locals who embrace the stairways as an integral part of Pittsburgh's identity and history.





I go see one of his favorite stairways. At the secluded intersection of Romeo and Frazier, two streets transformed into stairways meet in the woods like secret lovers, whispering the true story of the city's past.

F

OR CARS, Romeo Street is now a dead end in the South Oakland neighborhood, but I walk past the barrier, down 57 steps, to a telephone pole marking the intersection of another





Laura Jean McLaughlin (right) is turning some staircases into art installations with her mosaic project. Laura Zurowski (below) is creating a collection of staircase photographs and "biographies."









stairway with the street sign "Romeo" hanging from it. It isn't the most well-kept set of steps—trash is scattered beneath the stairs in the hillside scrub, and the houses and apartments at the top of each path look similarly bedraggled. I follow the steps to their base, continuing on the flats until I reach the Monongahela River. One hundred years ago, this would have been a typical commute to the riverside steel mills, docks, and warehouses where the bulk of the city's population worked.

"The stairways were essentially a mass transit system," Regan writes in his book. During the







1880s, when Pittsburgh developed into a major commercial center, prime real estate was along the river, where steel mills connected to shipping traffic. Cheap lodging, back then, was up in the hills, where many new immigrant workers built shanties on land too steep for farming and too far from the river for commerce. But because of this, nobody spared the time or expense to carve roads in the hills. So steps it was. They were mostly wooden, with some built by the city or private employers to help workers commute, and some built by neighborhood residents using wood scraps.

By the early 1900s, more than a dozen mechanical inclines—cable-pulled rail cars ascending steep slopes—were built to bring people up the hills, but many workers desperate for money opted instead to climb a thousand steps, more than a mile uphill, to save the 5 or 10 cent incline fare. They did this after working for 12 hours in front of hot ovens in the steel mills. "Imagine how utterly amazed these guys would be," Regan says, "if you told them that nowadays people actually pay money to join gyms for the privilege of walking up

stair-climbing machines going nowhere."

With the decline and closing of Pittsburgh's steel mills beginning in the 1970s, resulting in the decrease of the city's population, many neighborhoods and the stairways that served them fell into disrepair or disappeared entirely. But the steps are far from becoming a historical side note. Today, as Pittsburgh's revival continues with new businesses, jobs, and residents, efforts are underway to revitalize these old stairways.

The Heinz History Center, an expansive museum full of exhibits about the city's ties to mining, mill, and steel, provides a more detailed view of the city's development, with a healthy dose of stairway background. And yes, it even has its own six-story stairway to explore, with displays and individual steps annotated to highlight notable pieces of Pittsburgh history.

T'S A POST-APOCALYPTIC scene: Trees and vines grow through sidewalks and the blackened windows of abandoned homes. Fire hydrants are almost fully buried under decades of silt. Sun-bleached beer cans lie scattered along the trail like bread crumbs left from a drunken Hansel and Gretel.

Along the stairways, handrails have been broken into jagged steel toothpicks. Solid concrete steps have severely cracked, their internal iron rebar sticking out like rusty bones, while crooked gaps line the path like missing teeth, with the few remaining steps covered in a green-black mossy plaque. Blocking my way, a weathered wooden sign declares "Stairs Closed" in faded red letters.

"This is so neat!" Laura Zurowski is all smiles as she surveys this scene going up the 57th Street steps above the Lawrenceville neighborhood. "It's like urban archaeology. Doesn't it make you wonder about who these people were, what they were doing, what they were thinking, living here, climbing these steps every day?"

A leading disciple of Pittsburgh stair culture, Zurowski has adopted the Instagram handle @mis.steps as she undertakes her own multiyear, interpretive journey along the vertical pathways of Pittsburgh.

She moved to the area five years ago from Poughkeepsie, New York, attracted to Pittsburgh's affordable city life. While working remotely as a writer and editor, she decided the stairs were a great way to explore her new hometown. After reading Regan's book on the topic, she made it her mission to walk every one of the 739 stairways he listed. But she didn't want to just visit them. She wanted to turn the endeavor into a journey of creation rather than a trek to tick boxes off a list.

So she has embarked on the Mis. Steps project,





a multimedia documentary of her experience encountering the steps and the environment around them. She visits a new set of steps nearly every week, taking a single Polaroid photo and writing her impressions of each setting, posting her perspectives on Instagram and her blog, and using the combination to create and publish a semiannual, CD-sized trading card set with photos and "biographies" of highlighted stairways. So far, Zurowski has covered about 200 of the stairways.

Along the wreckage of lost staircases, we come upon a set of eight "orphaned homes," abandoned houses with no street access—only stairways. We peer into the yards, with Zurowski speculating about the broken toys strewn among the weeds at one house and the lace curtains fluttering out the shattered window of another. It's a fertile ground for imagination—as well as knotweed, an invasive plant rapidly overgrowing empty lots.

"It's like *Land of the Lost* in here," she says, shaking her head.

We cross a single street, descending another staircase, and it's a shock what traveling a single block can change in Pittsburgh. Urban renewal has hit this area, with tidy, freshly painted homes, each with a panoramic view of the Allegheny River.

It's this positive turn in Pittsburgh that inspires Zurowski to share her passion with others. In the fall and spring, she leads monthly stairway tours in conjunction with a local cider house. The "Stair Stepping and Cider Sipping" tours bring out history buffs, locals eager to explore their neighborhood, fitness fanatics, and tourists who come to see for themselves how "scenic" and "Pittsburgh" can indeed belong in the same sentence.

OR THE TIRED steel workers trudging to and from work along the stairways, the steps were simply the path between home and

"If the setting is right, all you really need is a single step."

work. But now, the steps themselves are becoming the destination—for the views, for the history, and recently, for the art.

Inside The Clay Penn, an art studio in Pittsburgh's Garfield district, sculptor Laura Jean Mc-Laughlin is reimagining Pittsburgh's steps, one half-inch mosaic tile at a time. As I enter the art space, walking carefully between large clay sculptures, tool-filled project tables, and cat beds, I see one of her assistants cutting colorful tiles for use in a mural.

"We've got the design. We've got the materials. We're just waiting for Department of Public Works approval for the installation," Mc-Laughlin says of her upcoming 54-stair design project. (She adds that the city must also complete some repair work.) "We're doing everything at cost here. I just want to see it happen."

What is happening is the transformation of broken-down old stairways into art installations. McLaughlin's experience in creating and helping install public art mosaics in the Pittsburgh area caught the attention of the South Side Slopes Neighborhood Association in 2015.

Eager to bring some joy to their local stairways, the association

began a crowdfunding campaign to pay for McLaughlin's team to pull together the materials to create a mosaic that would cascade down a series of 77 steps. Then it took a full community effort over three months to help design and install every one of the more than 7,500 tiles. The stairway at the intersection of Josephine and 27th streets came to life with a folk art rendition of idealized city life set amid the nature of Pittsburgh's forested hills.

Around the city, other neighborhoods are adding their own artistic touches to the stairways, from etched steel signs to colorful murals. Even simple new paint jobs are making a huge difference. Some adventurous guerrilla artists are getting into the act, adding incongruous decorations to staircases far from the beaten track. Taken as a whole, the stairway art is slowly turning this primitive mass transit system into a surprising sort of public art exhibition.





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PROPRIETORS: Claudia & Doug McKendrick CHEF: Tom Minchella

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malonesrestaurant.com

LEXINGTON, KY 859.335.6500

PROPRIETORS: Brian McCarty & Bruce Drake

Metropolitan Grill

themetropolitangrill.com

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PROPRIETOR: Ron Cohn

RingSide Steakhouse

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stelmos.com

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PROPRIETORS: Steve Huse & Craig Huse

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HE SOUTH SIDE SLOPES neighborhood that hosts McLaughlin's mural has become the epicenter of Pittsburgh's step scene. Not just because of the area's concentration of 68 stairways, but also for the community involvement in maintaining, improving, and highlighting the steps.

Brian Oswald—who, with Mishka, provided my introduction to the steps—moved to Pittsburgh 14 years ago before buying his home in the South Side Slopes in 2008. An outdoors and hiking enthusiast, he took to climbing the stairways. "It's kind of like a big Chutes and Ladders game around here," he says, "When I first started exploring my neighborhood, I'd start climbing a twisting stairway without any idea if it was long or short, or what sort of street it would lead me to. It was a good workout and fun adventure." Nowadays, he says he'll pass "dozens of people" hiking up and down the steps on any good weather weekend, folks just enjoying the stairways as recreation.

After settling into his new home, Oswald joined the South Side Slopes Neighborhood Association as a way to socialize and meet people. He soon got involved in the annual StepTrek event, eventually becoming the program's chairperson and helping guide the use of the raised funds. "I never thought, as a physician assistant, that I'd be learning the technical terms for concrete stair foundations and handrail welding techniques, but here we are," he says, laughing.

StepTrek, now in its 18th year, is the quintessential immersion into the stairways of Pittsburgh. The fun run and walk, happening Oct. 6, ascends three different routes covering more than 2,500 steps (more than 4 miles) with about 1,400 feet of elevation. Along the way, the hundreds of participants learn about the history of the neighborhood through informative signs and route maps. They're

also treated to snacks, great views, and even a few open houses by real estate agents.

The funds raised by the event go toward maintaining and improving the neighborhood's stairways, from basic repairs to the addition of signs, lighting, and art.

After seeing this groundswell of interest in the history and future of the stairways, Pittsburgh's city government is beginning to dedicate additional resources to maintaining the steps. "I think they're finally recognizing that the stairways are a feature of this city that we should be proud of," Regan says.

As a first step, the city's Department of Mobility and Infrastructure conducted a comprehensive "Citywide Steps Assessment" this year. It collected nearly 1,500 surveys from residents, studied other step-filled cities like Cincinnati and Seattle, and researched design strategies and materials.

After the study, the department issued a report recommending a list of stairways to be repaired in partnership with the Department of Public Works. Kristin Saunders, the city's principal transportation planner, says they learned during the outreach program that "residents considered the steps to be part of Pittsburgh's cultural and neighborhood identity."

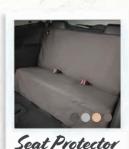
In a few days of dedicated stepping, on my own and with guides (both human and canine), I'm able to explore only a small portion of the stair network. But I can easily sense the civic pride Saunders talked about—both in the workers long ago who built and used those steps, and in the effort by so many to preserve that legacy. By the end of my trip, I feel like Mishka, pulling at my time-constrained travel leash with a desire to keep climbing. Maybe there's another hidden stairway out there. I wonder where it might lead.

Bill Fink is a freelance writer in Oakland. Email him at wbfink@ amail.com.





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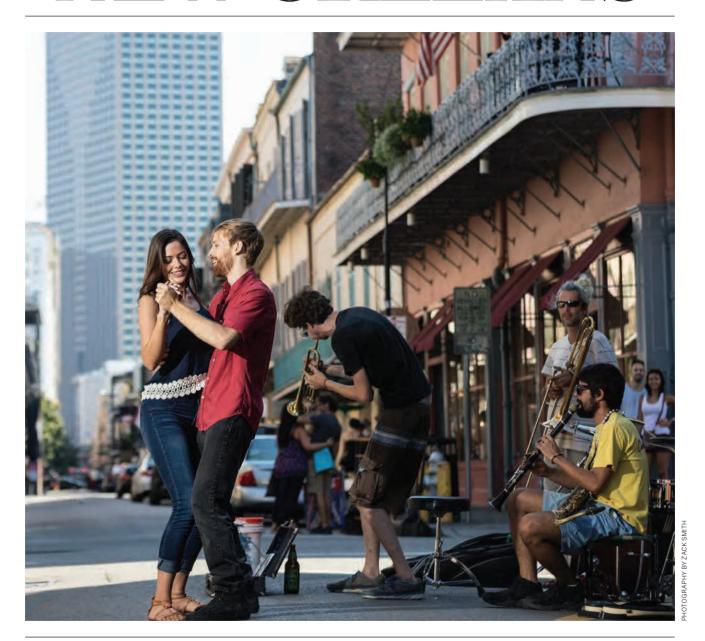
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DISCOVER

NEW ORLEANS



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BY KILEY FAULKNER

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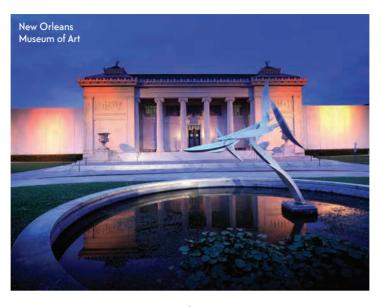
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CELEBRATE THE PAST AND FUTURE

IN ADDITION TO hosting a series of events, concerts, and seminars, New Orleans has kicked off multiple special projects in honor of its Tricentennial—paying tribute to three centuries of history and setting the tone for the city's future. An expansion of the Louis Armstrong New Orleans International Airport is well underway, and a new 972,000-square-foot terminal, including 35 gates and two concourses, is set to open in February 2019. This will allow for more flights to the city, and bring more passengers to see all New Orleans has to offer. Meanwhile, travelers on the ground can enjoy new restaurants such as Shake Shack and Café Du Monde.

The Crescent City is also redeveloping its historic riverfront, installing a luxury hotel in the former World Trade Center building at the bottom of Canal Street. When the extensive renovations are finished in late 2020, the new Four Seasons Hotel and Private Residences will feature 336 guest rooms, 80 condos, 28,000 square feet of meeting space, a restaurant, and a rooftop pool and deck. The refurbished 33-story skyscraper will bring some new shine to the city's downtown skyline, with the Four Seasons spurring foot traffic and economic growth in the area.

Another city gem, the Sydney and Walda Besthoff Sculpture Garden at the New Orleans Museum of Art is undergoing an expansion. The addition of six acres will more than double the size of the current garden, creating room for 22 new pieces, an amphitheater and stage, pedestrian walkways, a gallery, and an outdoor learning area. The museum will be able to step up its programming with film screenings, theater productions, physical wellness classes, community workshops, events, tours, and citywide festivals.



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CAJUN CRAB BOIL

When crabs are in season, gather some friends and host a boil with this go-to recipe.

Cook/Prep Time: 1 Hour 30 Minutes

Servings: 6

Ingredients:

- 4 quarts water
- 2 Tbsp. distilled white vinegar
- Crab Boil, recipe follows (see note)
- 4 bay leaves
- 4 dried chile peppers
- 3 sprigs fresh thyme
- 1 head garlic, cloves separated and peeled
- 1/4 cup sea salt
- 2 lemons, halved
- 12 fresh crabs
- 3 pounds new potatoes, scrubbed clean
- 4 ears corn, shucked and cut into thirds
- 1 (10 oz.) bag pearl onions, peeled
- 1 (10 lb.) bag ice

Crab Boil

- 1/4 cup yellow mustard seeds
- 3 Tbsp. coriander seeds
- 2 Tbsp. sea salt
- 2 Tbsp. dill sprigs
- 2 Tbsp. whole allspice
- 1 Tbsp. crushed red pepper
- 1 Tbsp. black peppercorns
- 1 tsp. cayenne pepper

Directions:

Make Crab Boil

Makes 1 Sachet

- 1. In a small bowl, combine all ingredients.
- On a large square of cheesecloth or muslin, pile mixture in the center.
- 3. Bring cloth up and around mixture; secure with kitchen twine like a sachet.

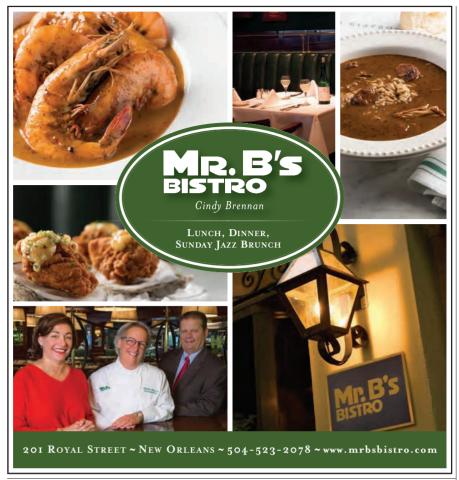
Notes: Instead of homemade Crab Boil, you can substitute 1 (3-oz.) package crab boil in a bag, such as Zatarain's.

Cook Crabs

- In a very large stockpot, bring 4 quarts water, vinegar, Crab Boil, bay leaves, chiles, thyme, garlic, salt, and lemons to a rolling boil over high heat.
- 2 Add crabs, potatoes, corn, and onions.
- 3. Return mixture to a rolling boil, and cook for 5 minutes.
- 4. Turn heat off, and cover pot for 15 to 20 minutes.
- Pour ice into pot. (This helps the crabs absorb the seasonings and prevents them from overcooking.)
- Let crabs stand in water for at least 1 hour before serving. Crabs can be served warm or completely cooled.



LouisianaSeafood.com





PACKAGE INCLUDES:

- \$500 in Southwest Airlines® gift cards
- Two-night stay at Le Méridien New Orleans,* with complimentary Wi-Fi and access to the hotel's Unlock Art Programme (featuring entry to three of the city's top art museums) and custom bicycle rental for two
- An experience courtesy of New Orleans Plantation Country:
 - One-night stay at TownPlace Suites in LaPlace
 - Airport transport by United Front Transportation
 - Two passes to Cajun Pride Swamp Tours, Oak Alley Plantation, Historic Riverlands, Laura Plantation, and Destrehan Plantation
 - Lunch for two at Ormond Plantation
 - · Lunch for two at the Seafood Pot
 - Dinner for two at Bec's on the Lake
 - \$50 gift from The Basketry

 $*{\sf Based}\,{\sf on}\,{\sf availability}; {\sf blackout}\,{\sf dates}\,{\sf may}\,{\sf apply}$

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CATCH A FLICK

TENS OF THOUSANDS of cinephiles and more than 400 filmmakers will flock to the Big Easy for the 29th annual New Orleans Film Festival, running Oct. 17–25. The festival is known for highlighting diversity, and this year is no different—the directors of the 230 films being screened represent dozens of nationalities and viewpoints.

The event is in different venues across the city, including the New Orleans Contemporary Arts Center and the Advocate building, with select screenings at the Broad Theater, the Orpheum Theater, and the Prytania Theater.

SEAFOOD ROYALTY

LAFAYETTE CHEF RYAN

Trahan was recently crowned the "King of American Seafood" at the 15th annual Great American Seafood Cook-Off. His winning dish in the live cooking competition? Cracklin' crusted red snapper with pickled crawfish tails, buttermilk chili consommé, spring vegetables, burnt leek oil, and bowfin caviar. With the help of sous chef Sullivan Zant, Trahan and his snapper beat dishes by 11 acclaimed chefs, including runner-up Massachusetts chef Marc Orfalv's deconstructed clam bake and New Mexico chef Marc Quinones' third-place spiced duck fat-fried oysters.

Hosted in New Orleans, the Great American Seafood Cook-Off is the culmination



of a series of contests held across the country. Winners from each event proceed to the showdown, created by the Louisiana Seafood Promotion and Marketing Board. Chefs work in front of a live audience and present their dishes to a panel of notable judges, who

All hail the king: Blue Dog Cafe's Ryan Trahan, second from left, got top marks for his red snapper.

score the dishes on presentation, creativity, composition, and flavor. As this year's winner, Trahan will represent the Louisiana Seafood Promotion and Marketing Board, Louisiana Lt. Gov. Billy Nungesser, and Louisiana Travel in events throughout the U.S.

A Louisiana native, Trahan serves as executive chef for Blue Dog Café, a Lafayette eatery known for its modern Cajun cuisine and the iconic series of "Blue Dog" paintings decorating the restaurant's walls. The landmark café was opened in 2000 by "Blue Dog" artist George Rodrigue, who hoped that it would serve as a cultural hub for the region. Rodrigue's signature paintings can also be found in galleries and permanent exhibitions

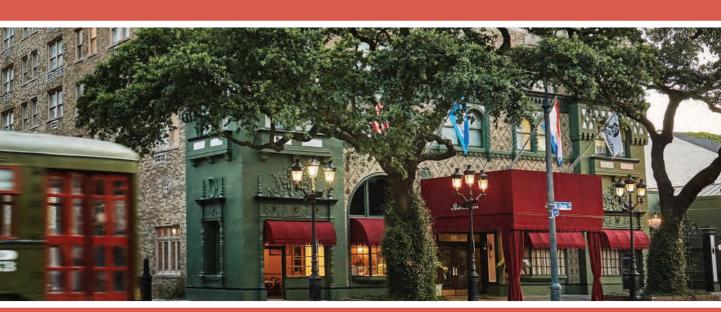
around the country. His roots firmly established in Louisiana home cooking, Trahan honors Rodrigue's legacy by continuing his vision: a celebration of Cajun culture through great food.

CLASSIC **CAJUN** CUISINE

HELMED BY CINDY Brennan of the legendary Brennan restaurant dynasty, Mr. B's Bistro has been a New Orleans staple since 1979. The French Quarter eatery is on historic Royal Street, within walking distance of an assortment of art galleries and antique shops. Signature menu items include Gumbo Ya Ya, a superdark roux with spicy chicken

Pontchartrain

HOTEL • RESTAURANT • ROOFTOP BAR



and andouille sausage; barbecued shrimp, Gulf shrimp in a Worcestershire-spiked butter sauce with garlic and black pepper; and Creole bread pudding with Irish whiskey sauce.

The restaurant hosts a weekly Sunday jazz brunch, featuring a strolling jazz trio that roams the dining room

while entertaining guests with toe-tapping tunes. In New Orleans, food and music often go hand in hand. Sip on a refreshing bloody mary or satisfy your sweet tooth with a delicious brandy milk punch—a mix of brandy, vanilla, and ice cream with just a sprinkle of nutmeg.

that roams the dining.





#outhere, roots go deeper.

Reaching into the rich, dark soil, that feeds our river, our bayous and our souls, are stories that teach us as much as they haunt us. Here, it's as easy to feel swept away by the architecture as it is the colorful culture that's inspired by the very people who make this place what it is. A place where

the mighty Mississippi isn't just a river, but the lifeblood of this historic land, winding its way from Baton Rouge to New Orleans and beyond.

go deeper out here

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ART AS AN AMENITY

IN THE HEART of the city's Central Business District, Le Méridien New Orleans is within walking distance of many popular tourist destinations, including Harrah's Casino, Lafayette Square, and the National WWII Museum. The chic hotel boasts contemporary designs that illustrate the geography and culture of New Orleans, as well as programming focused on the city's French heritage, rich and diverse culture, and passion for the arts.

Le Méridien's "Unlock Art" program provides hotel guests with free access to three of the top art museums in the city: the Contemporary Arts Center, the Ogden Museum of Southern Art, and the New Orleans Museum of Art. For a bit of European-style exploring, guests can reserve bicycles through the concierge and tour the city on two wheels. Twice weekly, the hotel hosts live jazz music. Every evening, Longitude 90, the cocktail and wine bar, offers custom sparkling cocktails. While enjoying their drinks, guests can play vinyl on the record player and partake in a friendly game of backgammon.





GARDEN DISTRICT DIGS

AFTER A MULTIMILLION-

DOLLAR renovation, the historic Pontchartrain Hotel has reclaimed its status as one of the city's hottest hotels. Opened in 1927 as a luxury apartment building, the Garden District treasure has hosted a slew of famous guests, including several U.S. presidents, actress Rita Hayworth, and celebrated Southern playwright Tennessee Williams.

The hotel sits by the St. Charles Avenue streetcar line, with a trolley stop right outside the entrance. Hop on for an easy way to see the city. The St. Charles line passes dozens of historic estates and monuments, Loyola and Tulane universities, and the Audubon Zoo.

Recent upgrades have allowed the hotel to maintain its original charm while adding modern amenities. Each of the Pontchartrain's 106 rooms is decorated with antiques and textures inspired by the Deep South, but with a European flair. The hotel offers four on-site restaurant and bar options, including the Bayou Bar, which once hosted none other than Frank Sinatra.

OUTSIDE CITY LIMITS

ALTHOUGH THERE'S CERTAINLY no shortage of things to do in New Orleans, don't be afraid to venture outside the city limits for a cultural experience unique unto itself. New Orleans Plantation Country comprises three parishes between the Big Easy and Baton Rouge, known colloquially as the River Parishes: St. Charles Parish, St. James Parish, and St. John the Baptist Parish.

While the area is perhaps

best known for its sprawling estates, antebellum architecture, and moss-covered live oaks, the adventure doesn't stop there. Outdoor activities abound in the picturesque lands along the mighty Mississippi. Tour the swamps by airboat, brave the bayous in a kayak, or bike along the marshy trails. You're also invited to explore the region's many rivers and lakes. Grab your fishing gear and cast your line. Find out how the state earned its nickname, "Sportsman's Paradise."



Le MERIDIEN
NEW ORLEANS

IGNITE YOUR HOLIDAY SPIRIT

Le Méridien New Orleans offers a chic, cultured escape with 410 beautifully designed guestrooms and suites. Ideally located downtown across from Harrah's Casino, the hotel sits two blocks from the French Quarter, premium shopping outlets including high end boutiques and the Outlet Collection at Riverwalk, top restaurants and holiday attractions

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Visit lemeridien.com/neworleans to start planning your escape.

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DESTINATION UNLOCKED

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TUNE UP FOR FALL

The kids are back in school and the leaves are starting to turn. The season change is a great opportunity to pause, assess your health, practice some self-care, and check in with your doctor. BY PAGE GROSSMAN

BECOME AN AUTOIMMUNE DISEASE ADVOCATE

DID YOU KNOW that 50 million Americans are living with an autoimmune disease? Of those 50 million, approximately 75 percent are women. Considering that percentage, it's important that all women are aware of the numerous autoimmune diseases and symptoms that can occur.

One of the many struggles faced by those with an autoimmune disease is simply receiving a diagnosis. On average, patients spend \$50,000 to get their autoimmune disease diagnosis. That includes seeing, on average, four different doctors over three years before reaching a diagnosis. Patients must then find the right treatment to alleviate symptoms, which can be costly and emotionally stressful.

With more than 100 known autoimmune diseases (multiple sclerosis and type 1 diabetes are just two examples), you might think most people would be familiar with the symptoms and diseases—especially since autoimmune disease is in the top 10 leading causes of death in female children and women up to age 64. In truth, many people aren't familiar with autoimmune



diseases, which are neither contagious nor infectious.

Those living with an autoimmune disease can feel stigmatized and misunderstood. That's where the American Autoimmune Related Diseases Association comes in. The organization strives to eliminate autoimmune disease and raise awareness about these diseases. Through partnerships and education, AARDA supports research and advocacy programs to raise awareness and reduce the socioeconomic suffering of those living with autoimmune disease.

If you're wondering what you can do to help, you've already started. By becoming aware of and understanding the symptoms of autoimmune disease, you're on your way to becoming an advocate.

Here are a few additional ways you can get involved:

- 1. Start a grassroots fundraising campaign to support autoimmune disease research.
- 2. Familiarize yourself with the many different autoimmune diseases.
- 3. Volunteer to financially or emotionally support someone diagnosed with an autoimmune disease.
- 4. Advocate for new policies that could improve medical research and health care laws for those living with an autoimmune disease.

It doesn't take much to become an advocate, and your awareness of these diseases can go a long way. AARDA helps raise awareness and funds for the 50 million Americans who live with an autoimmune disease.







30 Million Women Have Autoimmune Disease

Here's What Every Woman Needs to Know:

- 1 in 5 American women have 1 or more autoimmune diseases (ADs)
- On average, it takes 3 years and 4 doctors to reach a diagnosis
- ADs run in families: mothers, daughters, sisters, and other family members
- ADs represent the 4th largest cause of disability among U.S. women
- ADs are among the top 10 leading causes of death among U.S. women
- There are more than 100 known ADs, including psoriasis, Graves' disease, Sjögren's syndrome, type 1 diabetes, relapsing polychondritis, myasthenia gravis, scleroderma, multiple sclerosis, rheumatoid arthritis, Crohn's disease, and lupus.

How You Can Help

- Start a grassroots fundraiser or donate at www.aarda.org/donate
- Take our online survey at www.aarda.org/arnet
- Join an autoimmune walk at www.AutoimmuneWalk.org





/autoimmunity



Autoimmune_Diseases



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www.aarda.org (586) 776-3900

ENERGIZE AGING SKIN

FALL BRINGS WITH it the warmth of homemade baked goods and spiced drinks, but it also brings cool, dry air. The lack of moisture in the air can make your skin feel dry and uncomfortable. As your skin ages, it loses firmness and the ability to retain moisture. Aging also contributes not only to those feelings of dryness but also to fine lines and wrinkles.

Aging skin needs year-round care, but it especially requires attention during winter months. The outside air is chilly and dry, while inside, the artificial heat can feel like it's literally sucking away moisture. Battle against discomfort by giving your skin an energy boost with a high-quality moisturizer that contains the ingredients necessary to maintain youthful, supple skin.

Dreambrands has just released a new product: Skin Harmony. The more than 25 ingredients work together to improve the dryness and fine lines in your skin, and, since it's scented with rose flower water, Skin Harmony gives off a pleasant, slightly floral scent when applied.

The most important ingredients contained in Skin Harmony are estriol, hyaluronic acid, and Ceramosides. Of those three ingredients, hyaluronic acid has the biggest effect during the winter. As skin loses the ability to retain moisture with age, the ensuing dryness can visibly manifest through a loss of firmness,



pliability, and plumpness. Hyaluronic acid can help skin to replace and retain more moisture, improving suppleness to create younger looking skin.

Estriol, another key component in Skin Harmony, is a mild form of estrogen that affects only the area where it is applied, not the rest of the body. When applied to skin, estriol can reduce fine lines and wrinkles. Skin aging has been tied to a decrease in estrogen levels, which can be counteracted through topical

Skin Harmony, one of the newest products from Dreambrands, works to improve the appearance of aging skin. application of estriol.

Ceramosides are the final major ingredient in Skin Harmony. Extracted from wheat grown in northeast France, these gluten-free ingredients have been clinically shown to improve skin's texture, hydration, and firmness.

As a complete skin care product, Skin Harmony also contains vitamins C, A, and B₃, as well as essential oils, including meadowfoam seed oil, sunflower seed oil, and castor oil.

Don't wait 'til New Year's to make a resolution!

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Maintain Healthy Cortisol Levels & Reduce Stress*+

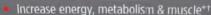
Reduce Body Fat And Preserve Lean Body Mass*

Support Healthy Testosterone Levels*

Support Increased Energy, Metabolism And Endurance*

BOOST HEALTHY TESTOSTERONE BURN Fat with Thermogenics*

PROMOTES HEALTHY TESTOSTERONE LEVELS WITHIN THE NORMAL RANGE



- Improve cardio & respiratory efficiency*
- Maintain healthy cortisol levels & reduce stress*
- Enhance vitality & sexual function*

60
GUARANTEE

75 Capsules
Dietary Supplement



Do yourself a favor and don't wait until the New Year to make a change toward a healthier you. Take action now. Begin to exercise, eat right, feel good and look great during the Holidays.

What is Mdrive Boost & Burn – an herbal blend that includes our proprietary Cordyceps, Tongkat Ali and a special Ashwagandha extract clinically tested to support healthy testosterone, improve energy – while reducing cortisol and stress. We then went a step further in an effort to speed up the body's fat burning process...

Why we created it – we recognize many men are purchasing our Mdrive formulas to not only boost energy and testosterone but in hopes of losing some body fat.

How does it work – leaving nothing to chance, we modified our best selling Mdrive's herbal blend by adding an element of diet control. We added clinically proven ingredients that contribute to weight loss. More specifically, the Mdrive Boost & Burn formula contains Green tea extract, Caffeine, Chromax and clinically tested levels of Advantra-Z, a standardized 50% synephrine bitter orange extract.

Now get started. Go into the Holidays looking and feeling great. Let Mdrive Boost & Burn be your holiday boost.

25% OFF

GETMDRIVE.COM

USE CODE: HOLIDAY

Buy online at GetMdrive.com or these fine retailers:

















REJUVENATE THINNING HAIR

THINNING HAIR IS often thought of as a men's aging issue, but aging hair follicles don't discriminate by gender. During menopause, many women experience hormonal changes that can result in thinner hair. Most treatments for thinning hair are costly, time-consuming, and inconvenient-but not when you purchase from Hairmax.

Hairmax now offers the fastest hair-loss treatment available on the market: the LaserBand 82, This FDAcleared device includes 82 medical-grade lasers that deliver therapeutic light directly to your hair follicles. The best part? Treatment time lasts as

little as 90 seconds.

The slim design of the LaserBand 82 also makes it comfortable to use whether you're at home or traveling, so you never have to miss a treatment due to a busy schedule. To improve treatment, the LaserBand 82 includes patented hair-parting teeth to ensure that the nourishing light gets directly to your follicles.

You can even use the LaserBand 82 while multitasking. Whether you're checking business emails first thing in the morning, packing lunches before sending the kids off to school, or brushing your teeth before you get into bed at night, the slim design and comfort of the LaserBand 82 make it ideal for incorporating thinninghair treatment into the hustle and bustle of everyday life.



With many treatments on the market, it can be tough to know which one to trust. That's why Hairmax has invested in clinical research. Hairmax's entire line of laser products has been tested and proven in multiple clinical trials.

The LaserBand 82 from Hairmax is easy to use, FDA-cleared, and takes as little as 90 seconds





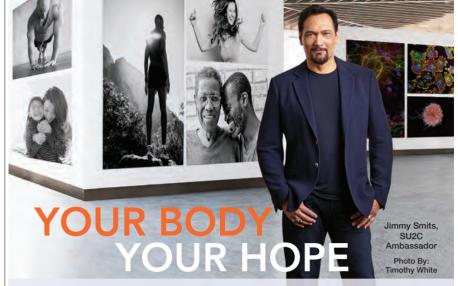
IS THAT COUGH JUST A COUGH?

THOUGH WINTER BRINGS

many wonderful things, from cozy sweaters to the holidays, it also means the arrival of the common cold. This seasonal nuisance shouldn't be the only reason to visit the doctor, however. As you age, it's important to schedule regular checkups, which can identify issues such as heart disease and cancer before they become severe.

If you are diagnosed with cancer, it's important to seek treatment at a clinic that offers a team of multidisciplinary doctors who are able to provide you with the care you need. Not every medical center has access to specialists or the newest technology that can best treat lung cancer. For optimal treatment, you need a multidisciplinary facility such as the Swedish Medical Center in Seattle.

The Swedish Medical Center team includes oncologists, pathologists, thoracic surgeons, and radiation oncologists who collaborate to get patients the unique treatment they need. An emphasis on collaboration and individualized treatment means patients get ideal treatment for their lung cancer.



Your immune system may be the key to beating cancer.

Immunotherapy, a new approach to cancer treatment, is bringing hope to cancer survivors everywhere. Immunotherapy works by empowering your body's own immune system to correctly identify and eradicate cancer cells. This approach has been used to effectively fight many types of cancer, with new research leading to greater hope each day. Speak with your doctor and visit standuptocancer.org/immunotherapy to learn if immunotherapy may be right for you.

Stand Up To Cancer is a division of the Entertainment Industry Foundation (EIF), a 501(c)(3) charitable organization.

This Public Service Announcement was made possible by a charitable contribution from



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If so, you may have a condition known as essential tremor.

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The Volunteer State boasts as much urban cool as it does natural beauty. In two of its most recognizable cities, Memphis and Nashville, you'll find a vibrant mix of history and music that will stir your mind and get your toes tapping.

BY KATE CHYNOWETH



POWER OF PLACE

THE THOUGHT-PROVOKING

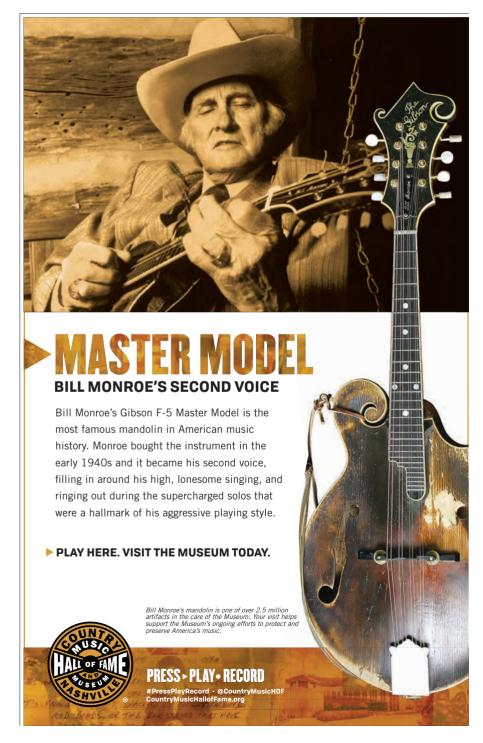
National Civil Rights Museum in Memphis offers an opportunity to experience a deeply complicated part of American history. Life-size exhibits and interactive media pieces bring the past to life—and illuminate the present. The museum also includes the facade of the historic Lorraine Motel. Especially powerful is the chance to view Room 306, where Dr. Martin Luther King Jr. slept the night before he was assassinated. Other key milestones jump out of history books as the museum guides visitors through the Civil Rights Movement. The 1960s student sit-ins become real as you take a seat at a lunch counter alongside figures of both protesters and hecklers. In the background, a film projection flickers, showing the conflict that ensued. In a recreated jail cell, you can hear the voice of King reading his moving "Letter From a Birmingham Jail." Nearby, pivotal speeches of the era are played, along with President John F. Kennedy's call for the passage of a civil rights bill. History circles around to the present in the *Join the* Movement exhibit, where a Smart Table allows visitors to explore how six key topics addressed at the museum remain relevant today: nonviolence, women's rights, war, riots, poverty, and integration.

STAGE OF STARS

KNOWN AROUND THE world as "the show that made country music famous," the Grand Ole Opry hosts powerhouse performances by the new stars, superstars, and legends of country music several times a week. Originally founded in 1925

as a radio broadcast, the Opry has become a Nashville institution. But there's more here than onstage talent to dazzle you: Visitors can purchase tickets to backstage tours, which run seven days a week. These tours provide a behind-the-scenes glimpse of country's most famous show and a walk in the footprints of Opry members, including Dierks

Bentley, Vince Gill, and Carrie Underwood. This month is the Opry's 93rd birthday, so grab tickets to its annual Birthday Bash, held Oct. 12–13, and enjoy a special concert by Opry and Country Music Hall of Fame member Charley Pride. A recipient of the Grammy Lifetime Achievement Award, Pride represents exactly the kind of legacy

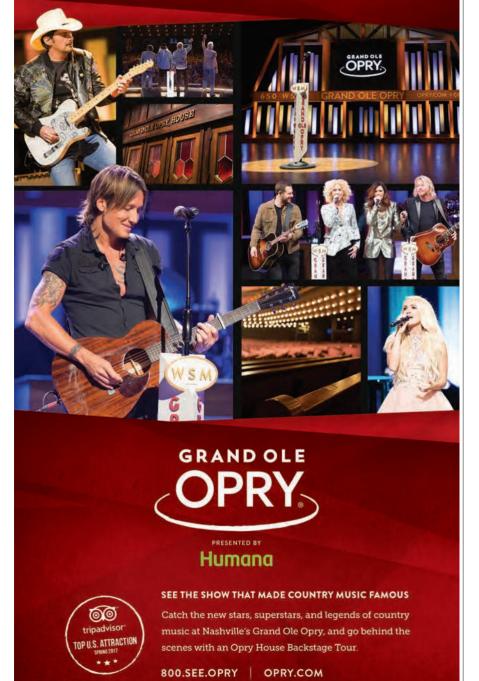


celebrated here: He charted 36 No. 1 singles and sold more than 70 million records. October's lineup also includes Luke Combs, The Charlie Daniels Band, Rascal Flatts, and Dustin Lynch. If you can't enjoy an in-person visit, you don't have to miss the music. Millions tune in to Opry broadcasts through SiriusXM satellite radio or online streaming.

HAUTE HONKY-TONK

OCTOBER IS A great time of year to enjoy the rooftop bar at Ole Red, country star Blake Shelton's upscale, five-story honky-tonk on the corner of Broadway and Third Avenue in Nashville. The views are just the beginning, with the main attrac-

tion being the live music. Shelton himself performed at June's grand opening and pops in from time to time. The schedule is constantly updated with new talent, and recent performers include Chris Janson. who was inducted into the Grand Ole Opry in March. With soaring ceilings, private VIP booths, and a two-story bar, the "restaurant-clubvenue combo" is a far cry from oldtime honky-tonks with beer-soaked barstools. You'll find a state-of-theart sound system, a wraparound balcony with views of the stage and dance floor, and a menu packed with Southern fare. Opt for the pulled pork sandwich, served with vinegar slaw, grits, and pickles or the popular "Champagne of Fried Chicken," a crispy dish (available "Nashville hot," if you dare) with black pepper gravy and buttermilk biscuits. The drink menu is equally tempting, featuring everything from fruity sangria to a gin cocktail made with pickle brine. If your travels don't allow you to belly up to the bar in person, here's a recipe for the Tishomingo Sunset, one of Ole Red's most popular cocktails.



TISHOMINGO SUNSET



INGREDIENTS

- 1 ounce Ole Smoky mango habanero whiskey
- 1/4 ounce Ole Smoky orange moonshine
- 4 ounces sweet-and-sour mix
- 1 ounce grenadine

DIRECTIONS

Layer whiskey, moonshine, and sweet-and-sour mix in a 16-ounce, ice-filled mason jar. Float grenadine and let sink. Garnish with an orange wedge and an Ole Smoky moonshine cherry.

HALL OF LEGENDS

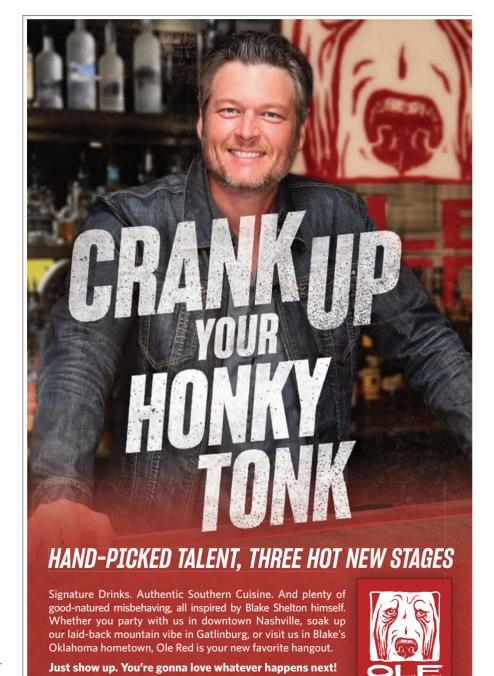
KNOWN AS THE "Smithsonian of Country Music," Nashville's Country Music Hall of Fame boasts an unrivaled collection of country music memorabilia and exhibits that honor the rich history of the genre and its ongoing evolution.

Begin your journey on the third floor to take in treasures such as Elvis Presley's 1960 Cadillac 75 Limousine and Bill Monroe's 1923 Gibson F-5 Mandolin. Continue on to Emmylou Harris: Songbird's Flight. Debuting Oct. 5, the new special exhibit honors the singer and Country Music Hall of Fame member, from her start with Gram Parsons in California during the early 1970s to her decades-long career involving 27 Top 10 hits. You'll see her musical journey charted in artifacts and photographs. Also on view, The Judds: Dream Chasers features original manuscripts, keepsake costumes, and other items belonging to mother-daughter duo Naomi and Wynonna Judd. On Oct. 21, musicians Ricky Skaggs, Dottie West, and Johnny Gimble will be inducted into the Hall of Fame and honored with bronze plagues in the Hall of Fame Rotunda.

No matter when you visit, there are two experiences at the museum you won't want to miss. The first is Hatch Show Print, one of the oldest working letterpress shops in the country. Here, visitors can learn about the process behind many classic and contemporary concert posters and try their hand at making their own creation to take home. The other must-do experience is a tour of Historic RCA Studio B, Elvis' favorite place to record. The in-depth studio tour illuminates how Nashville became the center of country music.



The Country Music Hall of Fame includes a wall filled with every gold and platinum country record ever made.



OLERED.COM

WHAT SUCCESSFUL FRANCHISING MEANS

Owning a franchise can be fulfilling in many ways, from making a difference in others' lives to creating more balance in yours. BY JIM GOLD

FINDING ROOM TO GROW

WHEN THEIR ONLY son left for college, Hilary and Jeff Contino sought a new challenge. They found it in the nation's fastest growing pet franchise, Dogtopia, a doggie daycare, boarding, and grooming business. They opened their Dogtopia in early 2018 in an Overland Park, Kansas, shopping center.

"Once we came across
Dogtopia, we just kind of fell
in love with their business
model and the way they were
approaching dog daycare as
an industry," says Hilary, who
oversees their Dogtopia facility while her husband continues to work full-time at his
corporate job.

Dogtopia's approach to animal care emphasizes safety and transparency and concentrates on education, exercise, and socialization. It provides care for dogs, peace of mind for pet owners, and a one-of-akind business opportunity for franchise owners.

This summer, the Continos opened an outdoor play yard to go with their 3,200-square-foot playroom which is divided into three areas based on animal size and temperament. The indoor facility is sound-



proof, has rubber flooring, and features air filtration systems that maintain clean air. Using their computers or smartphones, clients can check on furry family members through Dogtopia's playroom webcams.

The Dogtopia brand has been growing rapidly, and so has the Continos' franchise, Hilary says. Their location in a high-end retail center has worked so well that the couple may open a second location sooner than expected. When they do, they'll add to Dogtopia's 180-plus locations in development in the United States and Canada.

"Our unparalleled level of support, proven business model, sophisticated franchisees, and strong brand positioning is a major reason why Dogtopia has been so successful," says Alex Samios, Dogtopia's vice president of franchise development.

Dogtopia provides care for dogs and peace of mind for pet owners.



MEET THE NEW

CASH COW

(Sans the whole cow thing.)

"The system at Dogtopia worked extremely well for my team.
I'm already exploring a site for a second store months
EARLIER than I anticipated."

PAUL SANDRY

Franchisee, Texas





Join the fastest-growing franchise in the pet industry

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CREATING FLEXIBILITY

GAINING CONTROL OVER

your life is a sure sign of success for franchise owners, but finding the right path can be a challenge.

Success means having the freedom to adjust your schedule and decide your destiny, says Jack Johnson, who, along with his wife, Jill, co-founded The Franchise Insiders, which connects clients to the franchise opportunities best suited to them.

You can choose what you want to do, such as spending more quality time with family, Jack says.

"Working hard is great, especially if it's something you love," Jack says. "It brings out your best self, but it's hard for people to do that when it's on someone else's agenda."

The Franchise Insiders helps people find opportunities that offer independence and flexibility, Jill says.

"The things that we were looking for are what we really try to help others find as well," she says of The Franchise Insiders' purpose.

The Johnsons work with more than 500 franchises in all kinds of industries, including health and beauty, fitness, quick-service restaurants, senior care, home improvement, and more. They recently even talked to someone about the potential of a drone photography franchise.

"It's all out there," says Jack, adding that sometimes what fulfills your needs comes from an unexpected opportunity.



"I'll never forget the client who came to us looking for one of today's coolest ice cream franchises—pun totally intended—and ended up owning a junk-removal franchise," Jack says. "When we got to the root of what he was looking for, he wanted a business that would be a smart investment, that would make him good money, and that would allow him to be semi-absentee."

Jack compared the journey

Jack and Jill Johnson started The Franchise Insiders to help others find franchise opportunities. of discovery with a franchise to his own challenge of learning to surf after moving to be closer to the ocean.

"I was petrified of the ocean," he says. But after getting in the water, and taking surfing lessons, there was no more fear. "Just excitement," he says. "Life's short. You deserve to try things that are going to take you out of your comfort zone, make you excited, and make you happy."



"Learn the secret to owning the right franchise!"

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- Personal introductions to the most profitable and successful franchise brands
- Exclusive info on new, growing franchises that have industry insiders abuzz & investing
- The "truth" about the real costs & earning potential of today's top franchise opportunities
- Options to finance a franchise without breaking the bank

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Call: 800.445.6382 Text: 442.222.4177

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STRETCHING YOURSELF

when athletes want to win, they turn to a good coach. That's how retired NBA player Dwight Davis views the relationship between himself, a franchisee, and Senior Helpers, a franchise focused on nonmedical in-home care.

"Any player hoping to get the most out of his talent wants to team up with the best coach available," says Davis, who was drafted third overall by the Cleveland Cavaliers in 1972 and later played for the Golden State Warriors.

Before opening Senior Helpers-Greater Seacoast in Stratham, New Hampshire, Davis says he and his wife, Gayle, sought a company with a track record of delivering consistent, high-quality service to its clients. Davis, who learned firsthand what it means to be a caregiver while caring for his aging parents, also wanted to find a franchise that provided training for caregivers and internal staff as well as managers and owners.

The NBA taught Davis skills he applies to his business: discipline, preparation, leadership, and learning how to play to win when the scoreboard says you're losing. Senior Helpers, he says, teaches not only the intricacies of in-home care but also the basics of operating and successfully growing the business. The company plan gives the couple some latitude but clearly states some things are nonnegotiable, he says.

"That is the accountability piece common with all successful teams," he says.
"The franchising experience is shaping up [so] that we will

Retired NBA player Dwight Davis and his wife, Gayle, received local praise for their work in New Hampshire. not only be able to complete funding of our retirement, but also travel extensively while still owning the business," Davis says.

Senior Helpers also continues to expand its scope. In 2012, the company developed Senior Gems, a program instructing caregivers on how to best help clients and families dealing with Alzheimer's and dementia. To create a customized corporate program, Senior Helpers partnered with Alzheimer's expert Teepa Snow, who is known for her Positive Approach to Care practices. Success with these programs led to an additional training program for Parkinson's care. An adult daycare program called Senior Helpers Town Square provides additional opportunities.



SENIOR CARE, ONLY BETTER

With nearly 75 million individuals aged 51-69 in the U.S., the need for elder care has significantly grown over the years, making it a \$400 billion industry and counting! This means that the market for senior care businesses will continue expanding.

While there are countless franchise options to choose from, Senior Helpers owners are uniquely positioned to capitalize on a booming need while delivering a meaningful and necessary service to elderly individuals and their families.



Leading In-Home Care Franchise Opportunity

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- Low initial investment range
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- Strong income potential
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*Discounted franchise opportunities for military and first responders

*See Item 19 of our April 9, 2018 FDD for further details (*2017 gross revenue for franchised businesses that have been operating 60 months or more. As of December 31, 2017 there were 207 franchised businesses that had been operating 60 months or more. Of these 207 franchised business, 76 (37%) of them had greater than average annual gross revenues of \$1,075,795. The gross revenue figure does not include any deduction of costs or expenses incurred by the franchised businesses.) Some outlets have earned this amount. Your individual results may differ. There is no assurance that you'll earn as much.

This information is not intended as an offer to sell a franchise. It is for informational purposes only. Currently, SH Franchising, LLC is not registered in Rhode Island. We cannot offer a franchise in Rhode Island until we have complied with applicable pre-sale registration and disclosure requirements. SH Franchising, LLC is the franchisor and is currently headquartered at 901 Dulaney Valley Road, Suite 700, Towson, MD 21204.

Residents of NY: This advertisement is not an offering. An offering can only be made by a prospectus filed first the with the Department of Law of the State of New York. Such filing does not constitute approval by the Department of Law.

Minnesota State Registration Number: F-7348.

MAKING AN IMPACT

REWARDS FOR RUNNING a successful business can come not only in money earned but also in the gratitude you receive from the families you help. That's the case for at least two father-son teams who own Home Care Assistance franchises. They know what families need because they were once seeking in-home assistance for their own ailing loved ones.

Kirk and Mark Febus own Home Care Assistance of Dayton, Ohio. Mark says he became interested in owning a franchise in the home care industry after a loved one passed away from cancer. She needed help to live out her life at home, a desire Home Care Assistance says is shared by nine out of 10 seniors.

Home Care Assistance's brain-stimulating Cognitive Therapeutics Method, in particular, stood out to Mark.

"It allowed us to see older adults' quality of life and longevity improve," Mark says. "When we get testimonials about how we helped clients and the family members' peace of mind, that means everything to us."

Tim Thomas and son Timothy are owners of Home Care Assistance of Montreal, the company's first Canadian franchise. They also became interested in franchise ownership after experiencing a family hardship.

"When my mother-in-law broke her hip, we hired someone we knew. She would come





over and help but wasn't really qualified," Tim says.

You can count on the team at the company's headquarters, Tim says. The company understands how to promote its services, even working to localize marketing materials targeted for the French demographic in the Montreal market.

Tim knows the work they are doing is important. He's seen it firsthand, and heard it directly from the people being served by Home Care Assistance.

The father-son franchisees: Tim Thomas and his son, Timothy (top); Kirk Febus and his son, Mark (bottom) "We all earn a living, but at the end of the day, when clients tell you they can't thank you enough for what you've done for their family, that's rewarding," he says.

It's also great to know that you're making a significant difference in employees' lives, Tim says, adding that the Home Care Assistance network employs more than 7,000 people across 170 markets in the United States, Canada, Puerto Rico, and Australia.



HOME CARE ASSISTANCE WANTS YOU

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58% of our franchise owners are women; each equipped with the drive, leadership and passion to help others.

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The corporate team welcomes you like a family, which made bringing my daughter and niece on to my team an easy decision. My daughter and niece bring a fresh new perspective to the home care industry. Presenting a family unit instills confidence in our clients and employees that they will always have a cohesive team that will take good care of them and always look out for their best interests.

Working as a family when dealing with families who are navigating the often overwhelming emotions that come with decisions about aging has changed the course of our business in a positive manner. As best we can, we try to treat our clients from the family perspective first, and then provide the best possible care suited to each individual client and client family.

- Beth Brown, Franchise Owner of Home Care Assistance of Palm Beach and Boynton Beach

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ACHIEVING TEAM HARMONY

FOR SAMEER PATEL, succeeding with Bach to Rock music school franchises is personal. Not only was Patel a singer in high school and college, but he saw his own children, Rumi

Bach to Rock exposes students to all forms of music, from top 40 to classical.

and Rayn, thrive at a Bach to Rock franchise in Bethesda, Maryland.

"I think it is really magical," he says.

Already co-owner of a Montessori school in Bristow, Virginia, Patel researched Bach to Rock and later decided to invest. He built his first Bach to Rock school from the ground up, opening in 2015 in Bristow; his second opened in Fulton, Maryland, in March 2018.

When Patel was young, he took private piano lessons from an elderly woman at her home but says it didn't work out. "I think if I had been exposed to music in a different way, it might have had a different result," he says.

Brian Gross, company president, explains the difference in Bach to Rock's business model.

"We don't just provide individual music lessons; we turn music into a team sport by creating student bands that learn to play sets, record music in a studio, and perform in public," he says.

Students are exposed to all forms of music: top 40, classical, hip-hop, blues, country, gospel, jazz, a cappella, bluegrass, electronica, and more.

"The investor-owner need not be a musician, but he or she does need the ability to build a team of energetic, dependable, and committed musicians," Gross says.

Franchisees promote Bach to Rock in their community, which is the most important aspect of marketing a school. "That connection to the community will drive your business," Gross says.

BECOMING PART OF SOMETHING

SUCCESS STEMS FROM following your franchisor's business model.

"As long as that's followed, it's a formula for success," says Debbie Petok Hufford, communications director for Seal-Master, one of the world's leading producers and distributors of pavement maintenance materials and equipment.

SealMaster began franchising in 1993 and now has more than 100 locations in the United States; manufacturers in Canada, China, and Mexico; and distribution in 50 countries. Often, a SealMaster franchisee's scope covers large territories,

sometimes even an entire state.

"That gives huge growth potential," Hufford says.

Darrel Stein, who owns Seal-Master of Allentown, Pennsylvania, agrees. SealMaster's territories are larger than most franchises' territories, giving you the ability to grow into a large entity, Stein says.

"I also like that it is an equipment, asset-based franchise versus one that provides a service," Stein says.

Sealmaster's business model and support help the franchisees advance the industry in their local markets, Stein says.

Another benefit of this model is that franchisees employ outside sales reps to call on contractors, municipalities, property management firms, and other potential customers.



The SealMaster business model sets franchise owners up for success.

Jay Pakalski, who began with a SealMaster franchise covering Wisconsin, recently added Minnesota, as well. He says that buying his franchises was the best decision he ever made. It made him the proud owner of a family business.

"After 20 years, it feels like a new beginning, especially with my sons taking a strong role and expanding the business," Pakalski says.

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Bob Krebs - SealMaster Franchise Owner



"The ability to create wealth for yourself within SealMaster is staggering."

Darrel SteinSealMaster Franchise Owner



"We just keep growing and growing and to me, the market is limitless."

Jake Bernath SealMaster Franchise Owner

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*More detail is provided in the Franchise Disclosure Document. Offer made by prospectus only.



\$6.5

SealMaster manufacturing territories in Fiscal Year 2017*



New & Existing Territories Available

MAKING BUSINESS FUN

FOR BRENT BERRIDGE, success means fulfilling his dream of running his own business. Berridge, a former Dow Chemical maintenance turnaround manager with a degree in business administration, recently opened Pool Scouts of Sugar Land, outside Houston.

"The Pool Scouts brand and the concept of being a fun, reliable, and professional pool service really appealed to me," Berridge says. "I really didn't have any idea what it actually takes to keep a pool clean and healthy."

No prior experience is necessary, but Pool Scouts looks for folks who are passionate

and excited about the franchise's system. The rest will fall into place with some help from the Pool Scouts team.

"Knowing I am not alone and that I have a team of people who I can turn to for help is a big comfort and the major reason for wanting to open a franchise versus starting a business from scratch," Berridge says.

Brent Berridge recently opened Pool Scouts of Sugar Land, just outside Houston.



STARTING SOMETHING

YOUR OPPORTUNITY TO help grow a grime-fighting business is here

Home Clean Heroes, which began cleaning up Hampton Roads, Virginia-area homes in May 2017, plans to start franchising in fall 2018.

"We are bringing a new level of professionalism—and fun—to the industry," says Kathy Turley, Home Clean Heroes marketing director. "Residential cleaning services typically aren't known for being either of those."

Home Clean Heroes says it goes the distance to ensure customers can trust its profes-



Pool Scouts & Home Clean Heroes franchise opportunities provide:



Experience backed by Buzz Franchise Brands, one of America's Fastest Growing Private Companies*

Proven business model with recurring

revenue stream



World-class marketing & a fun brand



Full training & support no experience needed





homecleanheroesfranchise.com

Be your own boss.

hero's take on the home cleaning industry.



sional grime-fighters, who are bonded, insured, backgroundchecked, and thoroughly trained before they begin servicing homes.



Franchisees will be part of the Buzz Franchise Brands family, which also includes Pool Scouts.

The support Home Clean Heroes provides includes online and in-person training, ongoing support from the home office, on-site visits, branding, and marketing. Everything is designed with franchisees' success in mind, Turley says.

"Our franchisees are in business for themselves but not by themselves," she says.



FINDING A FIT WITH FAMILY

FOR BRAD AND Stephanie Simon of Springdale, Arkansas, a Mosquito Joe franchise allows them to successfully balance family and work while also helping their young daughter, who is highly allergic to mosquitos.

The couple wanted to own their own business and found Mosquito Joe, a mosquito, flea, and tick control service.

"We knew it was a perfect match," Brad says. "We

could provide a solution for our daughter to enjoy being outside and provide a muchneeded service to our friends and neighbors to make being outside fun again."

Brad says he plans to keep his full-time job during the week and spray on weekends, and Stephanie will stay at home with their young children and manage the business. Mosquito Joe franchising takes the complexity—but not hard work—out of starting a business and provides franchisees with a proven recipe for success.



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Why Go With Joe?

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- Recurring revenue business model

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including Washington D.C. Mosquito Joe has proven that mosquito control is a service that everyone can benefit from.

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Requirement for licensure varies by state.

used, see Franchisto, LLC (2020 Guerdan Law, Sale BOU) Virginia Black, Viz 2552. This information intended as an offer to sel of a franchisto eth solicitation of an offer to buy a franchistic Minimized Committees of the solicitation of an offer to buy a franchist expenditure of the solicitation of an offer to buy a franchist expenditure. CA, Hill, M. Mill, M. MO, R. S. S. W. M. Will I you are a resident of or west to because a franchise cale regulation and disclosure requirements in your state. The filling of an application for regulation of ordering prospects for the exceptance and filling thereof by the New Vox Department of Law as



EXPANDING YOUR PASSION

TO SUCCEED IN franchising, you don't have to have a business background, just a passion for the industry.

Glenda Gonzalez came to the United States from Venezuela 20 years ago. She cared for children, got a teaching certification, and taught bilingual education for more than a decade before opening Kiddie Academy of Aliana, Texas, near Houston, with her husband and two other couples.

"Given that my background was in education—just like my other two female partners—and the three men were accountants, a childcare franchise made sense to us," Gonzalez says.

The company's Life Essen-

tials curriculum also caught her attention.

"I knew that this wellrounded curriculum would be a great selling point to parents," she says.

Kiddie Academy made her and her partners feel welcomed when they visited corporate headquarters, and continues to provide support.



APPLYING YOUR ENTIRE SKILLSET

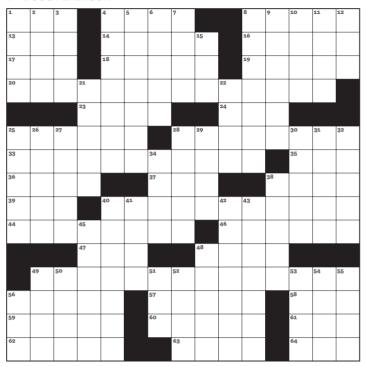
YOU MAY ALREADY have many of the skills you need to be a successful franchisee. That's what Glenda Stachowiak says she discovered when she and her husband, Scott, invested in Fastest Labs of Northwest Houston, part of the growing drug-, alcohol-, and DNA-testing franchise.



"Having worked in the corporate world, I have had to take many drug tests for employment purposes, so I understood the need for this type of business," Glenda says. With franchising, much of the business infrastructure is already in place. "I realized that I could use my customer service, business development, and marketing skills to be successful."

They've done so well that they became the first Fastest Labs franchisees to operate two locations simultaneously, says Dave Claffin, Fastest Labs CEO. The Stachowiaks are a prime example of how you don't need medical experience to become a Fastest Labs owner. The home office provides all the training materials, resources, and knowledge you need to get up and running.

Fully Stocked



Crossword

Answers on page 114

Across

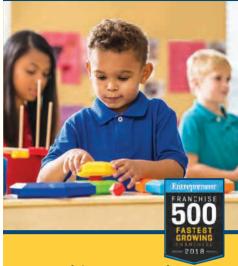
- 1 Sapphire or amethyst
- 4 Quick job for a barber
- 8 Watchdog's warning
- 13 Log chopper
- 14 Used a rag on
- 16 Settle a debt with
- 17 Martini ingredient
- 18 Shaped like an egg
- 19 PR firm's concern 20 Carnival game
- prizes, often 23 Granola morsels
- 24 Golfers hope to break it
- 25 Hard to find
- 28 Halloween
- decoration with an arched back
- 33 Sold-out theater or stadium
- 35 Underground asset
- 36 Bugs in hills
- 37 "Mind your business!"
- 38 Lively dances
- 39 Friend of Piglet and Tigger
- 40 Alternative to an apple fritter
- 44 First Family of the early '60s

- 46 Showy spring bloomers
- Unagi, at a sushi restaurant
- 48 Reindeer in Disney's Frozen
- 49 Interviewer's trap
- 56 Starbucks size
- 57 Runs smoothly, as an engine
- 58 Org. in TV's Blindspot
- 59 Gobbled up 60 Trojan War ploy
- 61 Dandy dresser 62 Beach footwear
- 63 Three, in Tijuana
- 64 "That's right!"

- 1 Stand-up comic's material
- 2 Go offstage
- 3 Posting in a bistro window
- 4 Batman villain with a dual personality
- 5 Engrossed
- 6 Tablets featuring Siri
- 7 Prefix with physics or fiction
- 8 Anguished expression
- 9 Casual comment
- 10 Birthstone for many Libras
- 11 Friendly canine greetings

- 12 Heavy-duty cleanser
- 15 Sheltered place
- 21 Salad spearers
- 22 Hoppy brewpub orders, for short
- plug (auto part)
- 26 Paddles propel it
- 27 Follow, as a recommendation
- 28 Froot Loops servings
- 29 Debussy's "Clair de _
- 30 Piggy bank filler
- 31 Bicker
- 32 Reasons for cram sessions
- 34 Saintly
- 38 Hip, for example
- 40 Giving a sandwich to, say
- 41 Like some chatter
- 42 Branch off
- 43 They're worn over slips
- 45 Tidy up
- 48 Less doubtful
- 49 The Kina of Oueens actress Remini
- 50 "Hold ____ your hat!"
- 51 Two-out fielding feats: Abbr.
- 52 Throw in the towel
- 53 Questionable
- 54 Instrument similar to an English horn
- 55 Playful bites
- 56 November 11th honoree

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*As reported by 120 mature academies in item 19 of the current Kiddie Academy Domestic Franchising FDD. This advertisement is not an offering. An offering can only be made by a prospectus first filed according to state law and which complies with the FTC rule.







Sudoku

BY GARETH MOORE

How-To / Fill in the blank squares so that the numbers 1 to 9 appear once in every row, column, and 3-by-3 box. There is only one solution per puzzle.

Answers on page 114

Warm-Up

	2	3				7	9	
6 7			4		3			2
7			9		2			8
	5	1				4	8	
				2				
	6	8				1	2	
9			6		1			5
8			6 3		9			1
	1	4				9	3	

Easy

	,							
4	-	3		7		2		9
7	' 1						3	6
2	2		5		9			4
Г				9				
Г	3		7		6		9	
				5				
5	5		4		7			8
3	7						4	8 5 2
1		4		8		9		2

Medium

1							
4		5	1	7		2	
2						6	4
		3		5			2
							7
		6		9			3
3						4	5
6		2	3	4		7	
	3 6	2	3 6	3 6	2 3 5 6 9	3 5 6 9 3	2 6 3 5 6 9 3 4

Hard

	3	4	7	1	
1	9	5	3	4	2
9	7	6	5	3	1
6 8	1	8	9	2	4
8	6	2	1	5	7
	2	7	4	9	

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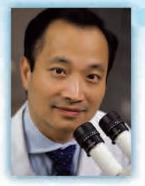




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When Lago opened in April 1991, the upscale Italian restaurant quickly established a reputation as having perhaps the only menu in Los Angeles to focus on the cuisine of Bellagio on Lake Como in Northern Italy. Today, celebrating its 24th anniversary, Lago beliaging on task control in which talk is a color, excepting its 24th animous ay, 2 ago maintains that unique identity and attracts an eclectic crowd of foodies, celebrities, locals and travelers. With its warm, inviting interior, expansive windows and a sidewalk patio overlooking Santa Monica's colorful Third Street Promenade, the restaurant is consistently lauded for imaginative Italian cuisine spotlighting seasonal flavors and the freshest local ingredients. Co-owner West Hooker, who was born in Milan and has lived and worked in Bellagio, presides over the popular restaurant with General Manager Megan Heritage, who has been with Lago since 1996.

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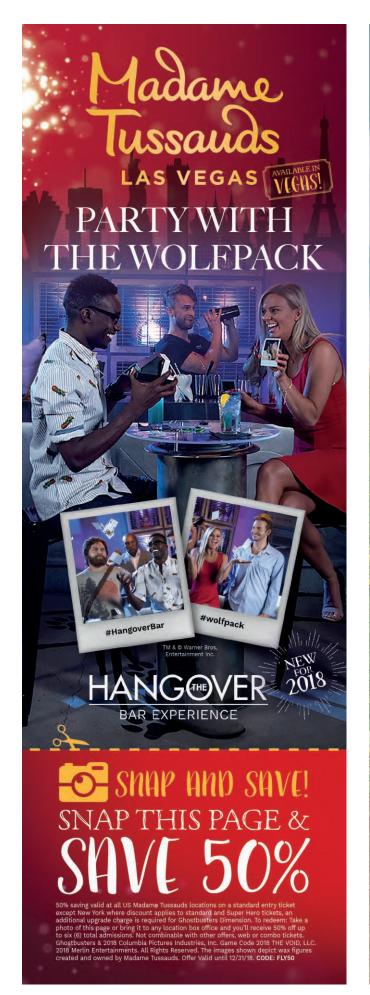
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Warm-Up

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The Southwest Guide



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excepto si un Miembro de la Tripulación indica lo contrario. Puedes tener un PED pequeño en la mano, llevarlo encima, en la ropa o en un bolsillo en el respaldo del asiento. Los dispositivos y accesorios no pueden bloquear el acceso al pasillo. Los PEDs grandes como computadoras portátiles que pesen 2 libras o más deben de ser guardados debajo del asiento o en los compartimentos superiores mientras el avión avanza por la pista, durante el despegue y el aterrizaje. Se recomienda que las computadoras portátiles se guarden en un estuche debajo del asiento. En los vuelos internacionales, todos los PEDs deben permanecer apagados mientras el avión avanza por la pista, durante el despegue y el aterrizaje en aeropuertos fuera de los EE. UU. y sus territorios. Por favor usa auriculares para cualquier sonido o video.

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Visita la página de Servicio al Cliente en Southwest.com para reportar
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Customers are prohibited from consuming alcoholic beverages not purchased onboard. Alcoholic beverages will not be served to anyone under the age of 21. We reserve the right to refuse the sale of alcoholic beverages to anyone. Se prohíbe que los Clientes consuman bebidas alcohólicas si no fueron compradas a bordo. No serviremos bebidas alcohólicas a las personas menores de 21 años de edad. Nos reservamos el derecho de negar la venta de bebidas alcohólicas a cualquier persona.

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Laptops	Click the WiFi icon.	Select SouthwestWiFi from the list of WiFi networks by clicking on it and confirm connec- tion. Open your internet browser.	Our entertainment portal should load automatically. If not, click the address bar and type in Southwestwifi.com .	Select your entertainment option and enjoy.

^{*}Limited time. Where available. **WiFi available only on WiFi-enabled aircraft.

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- Entertainment Portal.
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Leinenkugel's Oktoberfest

READY FOR A taste of fall? Available through October, this Märzen-style beer touts a toasted malt flavor and hints of hops. Up the experience by visiting Chippewa Falls, Wisconsin, where you can see how the brewery has grown since Jacob Leinenkugel, whose family emigrated from Meckenheim. Germanv. founded it in 1867, Prost!

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- · Seagram's Seltzer Water
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- Lager (\$6) · Leinenkugel's®
- Oktoberfest (\$7)
- Lagunitas® 12th
- of Never Ale (\$7) · Blue Moon Bel-
- gian White Ale (\$7)

LIQUOR \$7

- · Dewar's® Scotch
- · Jack Daniel's®
- Wild Turkey_®
- · Tanqueray® Gin • Bacardi® Rum
- Baileys® Irish Cream
- Deep Eddy Vodka Deep Eddy Ruby Red Grapefruit
- Vodka Sauza® Gold Tequila

WINE \$6

Wine

· Carmenet Cabernet

Cruset Sparkling

Chardonnay

Mossel Bay Chenin

Sauvignon

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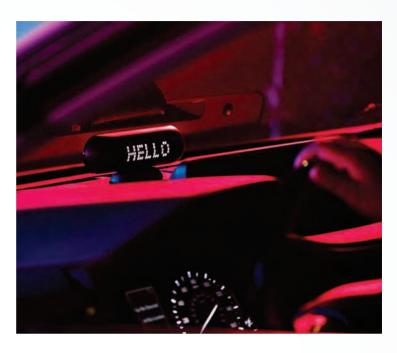
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... YOU WANT TO SAVE TIME. Checking in to your flight has never been easier. With EarlyBird Check-In® (from \$15-\$25 one-way per Passenger), we check you in 36 hours before your flight so you receive a better boarding position.



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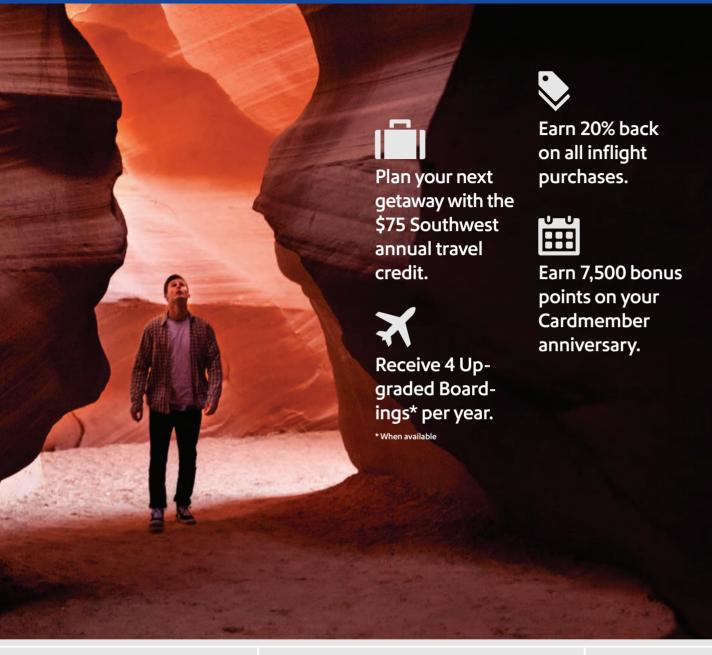






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Boarding, Customs, and Immigration



U.S. CUSTOMS DECLARATION FORM*

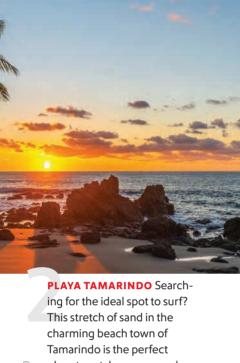
Who must complete this form:

All Passengers (or one Passenger per family with the same address) bound for the U.S.

How to complete this form:

- Complete before arrival in the
 - Write in English, in capital
- Be sure to include the street name and number, city, and

- state of your address in the U.S.
- If you are transiting through the U.S., you may write TRAN-SIT and your final destination country.
- Lines 5 and 6 may be left blank if not using a passport.
- On Line 9, enter WN for Southwest, followed by your specific flight number.
- Please read both sides of the declaration.
- · Sign at the "X."



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2 MEXICAN CUSTOMS **DECLARATION FORM**

Who must complete this form:

· All Passengers (or one Passenger per family with the same address) on flights bound for Mexico.

How to complete this form:

- · Complete sections 1-6.
- · Once completed, sign and date the form.

3 MEXICAN IMMIGRATION FORM Who must complete this form:

 All Passengers (including children) who are not citizens of Mexico, on flights bound for Mexico.

How to complete this form:

- Complete sections 1–14 on the top portion of the form and sections 1-10 on the bottom portion of the form.
- · Once completed, sign and date the top portion of the form.
- Sections on the form titled "USO OFICIAL" are for use by Mexican Immigration officials and should not be filled out by Passengers.

What to do with this form:

- The form will be separated as Passengers proceed through Mexican Customs.
- Make sure to retain the bottom portion of the form, which serves as your visa while in Mexico. It must be surrendered
- at time of check-in for your return flight. Passengers unable to present this form at time of departure will be fined by Mexican Immigration.
- * Go to cbp.gov to download, fill out, and print this form before your next international flight.

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