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Health Care Scholarship

Desert Valley Medical Group founder Dr. Prem Reddy has donated $105,000 to Cal State San Bernardino to establish an endowed scholarship to help students in the High Desert pay for their health care education at the university.

Nancy Williams Joins Palm Springs Convention Center

Nancy Williams has joined the Palm Springs Convention Center as sales manager for Northern California and the Pacific Northwest markets. Williams, a Southern California native, is returning to Southern California from the Monterey/Pebble Beach area, where she worked in conference services and catering management. “I’m really happy to be back in Southern California,” Williams commented.

EMPIRE LAKES TO BUILD NEW CLUBHOUSE

Long-anticipated new clubhouse to be ready for the 2007 Nationwide Tour event

Ugene Park, owner and general manager of the Empire Lakes Golf Course, announced that the Rancho Cucamonga course will add a new clubhouse starting this fall.

The construction project will begin immediately after the October Mark Christopher Charity Classic, presented by the County of San Bernardino, and will be completed in time for the 2007 Nationwide Tour event.

The 7,500-square-foot addition will be attached to the existing pro-shop area. The California-prairie design will consist of a new bar/restaurant that will seat 74 and a banquet room that can accommodate 320 for tournaments, outings, weddings and banquets. In addition, new restroom facilities, a kitchen, storage facilities, and a small conference room will be added.

“The construction of the new clubhouse will allow the PGA Tournament to finally complete the total presentation and hospitality environment that it deserves,” Executive Director Stephen Wagner said. “Empire Lakes Golf Course has always had the reputation of being a first-class design with superbly maintained fairways and greens. The addition of the new clubhouse will complete the total package.”

As part of the announcement, Brandon White was named Empire Lakes Golf Course’s new tournament coordinator.

“I am extremely excited for the future of Empire Lakes Golf Course. With the plans of the new renovation and expansion of the clubhouse, we will have the proper accommodations to assist in tournaments, company outings, weddings and banquets,” said White, who noted that Empire Lakes Golf Course is now pre-booking dates for the new facility.

The Mark Christopher Charity Classic is a 72-hole Nationwide Tour event that sports a $500,000 purse. For the fourth straight year, the tournament will be televised by the Golf Channel.

Tickets and sponsorships to the 2006 Mark Christopher Charity Classic, which is Oct 2-8 at Empire Lakes Golf Club, are available by calling (909) 948-5565 or by E-mail at mcclassic@aol.com.

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Skills Shortage Paying Off

It appears professionals may have more negotiating power with employers than they think. Fifty-five percent of hiring managers surveyed for this year’s Employment Dynamics and Growth Expectations Report said it was difficult to find qualified candidates 12 months ago. 81 percent said recruiting is equally or more challenging today. More than half of hiring managers said they are having trouble recruiting cited a shortage of qualified professionals as the primary culprit. Nearly two-in-five hiring managers plan to increase starting salaries in the next year to attract new talent.

Although the balance of power may have shifted somewhat to favor highly-skilled workers, employers themselves are still feeling cautious about the job market and are less willing to negotiate higher salaries. Four-in-ten survey respondents categorized the job market as difficult 12 months ago and 85 percent said it is equally or more challenging today. Nearly one-in-five workers said they are less likely to ask for more money from a potential employer in the next 12 months, and the number of those who were more likely to negotiate increased compensation dropped significantly compared to one year ago.

In addition to stepping up measures to attract new talent, businesses are focusing on retention. Twenty-one percent of hiring managers reported their employee turnover rate is higher today than it was 12 months ago, the same percentage expect it to be even higher 12 months from now. Thirty percent of hiring managers reported their firms have instituted new policies and programs to increase staff retention rates in the last 12 months, up from 23 percent this time last year. The primary measures taken included offering pay raises, bonuses, better benefits and more flexible schedules. Investing in retention efforts is well-advised. Twenty-six percent of employees stated they are currently looking for a new job. Nearly three-in-ten plan to change jobs in the next year and two-in-five expect to do so in the next three years, similar to last year’s findings.

The job benefits workers value most are health insurance, flexible work schedules and 401(k) plans. The survey and report were developed by Robert Half International staffing firm and CareerBuilder.com. For complete survey, visit www.rhi.com.

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E-Band Communications Shows Promise

When California high-tech communications firm E-Band Communications Corp. first went looking for financial help to develop their proprietary wireless radio communications system, investors basically said, “Looks great, but this is very complicated millimeter wave technology which has only been used by Department of Defense in the past and requires specialized engineering skills to develop. Can you really do it?”

That’s how E-Band co-founder and VP of Technology Jim Plante starts his E-Band story.

E-Band Communications has, in fact, developed a prototype transceiver system that operates in the millimeter-wave region at 71-76GHz and 81-86GHz ("E-Band"). This is important because this provides significant advantages over other millimeter-wave wireless technologies. For one thing, signals in this band suffer much less loss of signal strength as distance increases. Adverse weather affects, such as fog, dust, snow or desert sun, basically have very little if any effect on this technology. This is especially important for defense and national security related applications such as port security, where fog is a consistent presence and always an enemy of communication and security systems.

The E-Band transceiver is now positioned to be the core of a high-speed radio communications link serving as a low-cost alternative to fiber optic cable installation for border and port security applications, as well as intelligence gathering, emergency response capabilities and information sharing.

“This is the only wireless technology able to transmit 1 to 10 Gbps data rates at distances up to 6 miles. This technology opens up a number of new opportunities and enables applications previously only possible with fiber optic connections, which typically cost several times more and can take months if not years to implement. Using E-Band wireless, we can set up a fiber-like network in a matter of days,” says co-founder and Chief Marketing Officer Saul Umbras, “and that makes our technology stand out from the crowd.”

E-Band has been able to demonstrate a working prototype, thanks to two grants awarded by Cal State San Bernardino’s Office of Technology Transfer and Commercialization (OTTC). The first was for $75,000 for early development, testing and evaluation. Results provided proof of concept for the technology and E-Band applied for a follow-on funding to handle a couple additional improvements. OTTC then provided a $50,000 follow-on commercialization award that allowed E-Band to complete its prototype.

Thanks to the OTTC/CAT grant, E-Band has been able to significantly increase its ability to attract institutional capital. As a result of that capital, E-Band is now in discussions with a group of venture capital firms and strategic investors.

Quote of the Month

“Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” Abraham Lincoln, 16th U.S. President
Close-Up: Ira Jackson, the new dean at the Inland Empire College, will put his talent to work for the County of San Bernardino. Postmus has joined the county’s Economic Development Department as business development manager. As chairman of the Distribution Management Association of Southern California, Harrington helped unify one of California’s most important industries behind shared interests.

In his new role as business development manager, he will shift his focus from building an effective and profitable business to elevating the quality of life for San Bernardino County residents.

Specifically, Harrington will work to attract businesses to San Bernardino County and help connect local firms to the resources that will help them compete in a global economy. He will also interact with business organizations and serve as a liaison between the county and industries.

“The underlying theme to all of our new economic development efforts is creating opportunities and prosperity for the residents we serve,” said Bill Postmus, chairman of the Board of Supervisors. “To succeed, we need to recruit proven leaders like Steve who can help make our economy serve the needs and aspirations of our residents.”

Harrington has a 28-year record of leadership in the logistics industry. In addition to his work with the Distribution Management Association, Harrington serves an advisory role with the Southern California Association of Governments, Chaffey College, San Bernardino Valley College and Riverside Community College.

Harrington comes to the County of San Bernardino after 10 years as West Coast Logistics Manager with Perrigo, a major drug distribution facility in Rancho Cucamonga. Prior to Perrigo, Harrington spent 18 years with Vons Grocery Company in its warehouse operations.

WILLIAM CARNEY NAMED PRESIDENT and CEO continued from page 3

"Bill Carney is probably the most respected economic development leader in the state of California today. His track record of success in managing major economic development programs is outstanding," said Paul Miller, outgoing president and CEO. “I look forward to working with him in the coming weeks to insure a smooth transition.”

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**CLOSE UP**

Ira Jackson: In the Shoes of the Management Guru

Many call it the Drucker Institute. It is, correctly, The Peter F. Drucker and Masatoshi Ito Graduate School of Management at the Claremont Graduate Institute.

Ira Jackson, and he still gets goosebumps when you refer to him as inheriting the mantle of Peter Drucker.

Drucker published his first book, "The End of Economic Man," back in 1939. He wrote some 35 books in all before his passing last year at the age of 95. Jackson has published his own works but he bows to Drucker, as so many do, as the "guru of modern management."

This is part of the reason that Jackson stresses the Drucker School is a management school and not a business school. There is a difference. Management is leadership, according to Jackson, and a business course does not teach the ethical side of "blood, sweat and tears." It also believes in the Peter Principle, in which qualified people get promoted until they reach a level of inadequacy. "They're all alone there," he tells you. "They are in an area which they haven't been trained for." This, again, is because business schools don't teach management, or ethics.

He sits the Johnson & Johnson Company, who did not manage Drucker, to mark money for themselves they set out to provide internal and external supplies to nurses. Their intention was to do good. The money and success followed. Ira Jackson himself is a success story. He graduated from the University of Connecticut with a degree in business.

Jackson agreed to do something that the Drucker Foundation for Nonprofit Management, the institute furthers its mission by reaching out to educational institutions. Jackson makes abundantly clear. Many who bought homes in recent years probably would not have had because of very low interest rates and a great sense of urgency, given the fear of being priced out forever or missing out on a great investment. That phenomenon helps explain why there's not more demand today. Whether Judy's data also signal something more ominous at work in the market—something that would cause a severe correction in home values—is unclear to us. We know a lot more in a few months.”

The median price paid for a single-family home in 2000 was $492,000. That was down 0.2 percent from the July average of $493,000, and up 4.9 percent from a year ago.

Jackson and the Leader Institute's mission is to strengthen the leadership of the educational sector. Established in 1990 as the Peter Drucker Foundation for Nonprofit Management, the institute furthers its mission by reaching out to educational institutions. Jackson makes abundantly clear. Many who bought homes in recent years probably would not have had because of very low interest rates and a great sense of urgency, given the fear of being priced out forever or missing out on a great investment. That phenomenon helps explain why there's not more demand today. Whether Judy's data also signal something more ominous at work in the market—something that would cause a severe correction in home values—is unclear to us. We know a lot more in a few months.”

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**September 2006**

Southland Home Sales Slowest in Nine Years; Price Gains Lower

Southland home sales slowed down the last two months in search of nine years as the rate of appreciation fell to the lowest level since February 1999, a real estate information service reported.

A total of 22,712 new and resale homes sold in Los Angeles, Riverside, Orange, San Bernardino and Orange counties last month, DataQuick Information Systems reported. That was down 22.3 percent from 29,237 sales in June and 26.9 percent from 31,069 sales in July last year.

Last month's sales total marked the lowest for a July since 1997, when 22,902 homes sold, and fell below the July average of 26,469 going back to 1980. The strongest July was in 2003, when 35,561 homes sold, while the weakest was in 1995, with 15,077 sales.

While sales generally declined from June to July, last month's 22.3 percent drop was the biggest since DataQuick began tracking the market in 1988. The 25.9 percent year-over-year decline in last month's sales compared with July 2005 was the sharpest year-over-year drop since August 1992, when sales declined 29.9 percent. Southland sales have declined for eight consecutive months on a year-over-year basis.

"The relatively large drop in sales last month may be nothing more than a statistical blip, but it could also be a sign of fast-pattering demand for homes at today's prices," said Marshall Prentice, DataQuick president.

"Our sense has been that many who bought homes in recent years probably would not have had because of very low interest rates and a great sense of urgency, given the fear of being priced out forever or missing out on a great investment. That phenomenon helps explain why there's not more demand today. Whether Judy's data also signal something more ominous at work in the market—something that would cause a severe correction in home values—is unclear to us. We know a lot more in a few months.”

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The median price paid for a single-family home in 2000 was $492,000. That was down 0.2 percent from the July average of $493,000, and up 4.9 percent from a year ago.
AppleOne was founded in 1964, and built on a policy of helping quality individuals achieve their employment goals; AppleOne has grown to become the single largest privately-owned employment service in North America.

Offering full-service career assistance and numerous special direct hire, not part-time or short-term contracts, AppleOne has helped potential employees with everything from temporary projects to direct hire (permanent placements) and, with over 200 offices located throughout the United States and Canada, there’s always an AppleOne close to the places where people live and work.

Here in the Inland Empire, the company’s regional vice-president, Shane Riley, oversees the several AppleOne offices. Riley spoke about the company, the competition and the state of business in our area as seen from his window.

In the beginning there were no computers in offices. Secretaries needed shorthand skills and the ability to type 90 words a minute. Today the sign outside the Rancho Cucamonga AppleOne office seeks someone skilled in Microsoft Word and PowerPoint. Riley believes that the company’s private ownership gives it the ability to watch for such trends over the years and be able to adapt to them.

Originally when the company began in Los Angeles, they only had to deal with full-time hires, not part-time or short-term project hires. All of that came about later.

The company’s founder believed on being just a jump ahead of the industry and is still today involved with the business. Being able to accommodate what’s happening now, Riley told us, comes from planning for years ago. What will happen by 2010 is what they are preparing and forecasting for now.

Of course, the unexpected cannot be planned for. While AppleOne was not affected by Katrina in New Orleans, they did have to deal with the job losses and confusion in New York and New Jersey after 9-11. These forecasts have to deal with the vagaries of not just the Inland Empire. The company has to plan from the milestones where they are based, through Orange County, the Midwest and on back to New York.

From the sales standpoint, he admits that it’s a matter of bringing good companies together and understanding people. If you don’t do a good job on that, then your clients end up losing revenue and turning over their staff. At AppleOne, because of their development policies, their upper management has worked the past few years to improve the ropes and pitfalls of the company.

What Riley really finds exciting is what they refer to as an authentic service. It involves being happy in the workplace and being happy at home. Riley believes that AppleOne really tries to create an environment that brings about a happy balance. People with a happy home life will outperform their coworkers in the workplace. Conversely, people who are unhappy at work have a tendency to take their problems home with them.

Riley believes that the employers who try to squeeze what they can out of employees pay a price that they don’t understand. AppleOne understands.

AppleOne is more than just a job. It’s a place where people can find the flexibility to pursue their interests while building a career! AppleOne is committed to its employees and its clients. They can assist people through their interviews and their new jobs, and to listen to the thoughts and needs of people when they are ready to make a change. They also listen to the needs of the employer.

Should the person in the job that they filled leave, through termination, self-termination or advancement, they are ready to take on the responsibility of refilling the slot. AppleOne takes pride in their screening process and realizes that not everyone who is unemployed is necessarily employable.

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 Forgiveness for yet another iPod career.

Most of the contacts I have in the computer industry agree that there are three products, like speakers and belt packs, are the biggest thing happening in the computer world today.

Granted, Apple has switched from Motorola to Intel chips and made the Mac compatible with Windows through its Boot Camp program, but this is half-hybrid and half white flag.

So, let's get back to the iPod.

By now you test field. I recently sang the praises of the Bose Quiet Comfort 2 headphones as a replacement for the little plastic ear buds that come with the MP3 unit. But I mentioned in the article that the Bose Quiet Comfort 2 was originally designed as a deterrent to noise in tanks, aircraft and other military vehicles.

So, recognizing my responsibility to you, the IEBJ reader, I climbed aboard a Southwest Airlines flight from Ontario to Las Vegas to test the design on a plane.

By way of gratifying plug, Southwest is the largest airline flying out of Ontario, representing over 50 percent of ONT's passengers. They have a nice, curbside check-in and all of the dry roasted peanuts and soda pop you can consume while on board. There is no first-class seating, but the coach seats seem to have more legroom than most planes.

I will not say that Southwest is noisy, but any commercial flight has some audible sound, what with the engines and the wind outside. It is inevitable.

The worst flight I ever had for noise was an Air Force C-130, flying over the North Pole in the middle of January many years ago. It had no soundproofing. No insulation. Nothing but a thin aluminum airframe that it Teams up with Ford and Panasonic at home. The powerful C-130 turbo prop engines roared through the cabin. And one of them was out of service the other three. The din was deafening. I could not only hear it, I could feel it.

Abroad Southwest I began my test with step one. A regular ambient cabin noise. It's not bad but you do have to speak up to order your club soda with lime.

Step two was to put the Bose headset. There is an immediate noticeable decrease in noise.

Step three is to throw the switch on the headset. This enganges the circuit in the headset that does the noise cancelling. There is an immediately noticeable decrease in engine noise.

The last step is to turn on the music. The brassy opening riff of John Barry's orchestra accompanying a screening of Damsel Shirley Bassey singing "Goldfinger" effectively cuts out the leftovers sounds.

The Bose QC is remarkably effective with the iPod on or off of a plane. If there is a problem, it is the book cover that kept the captain message over the scattering speaker system telling us to land in Vegas.

Bose now makes a smaller QC3 headset, which fits on top of the ears instead of around them. I am equally impressed with these little "cans." Both sets are not only better than the stock ear buds, they are also superior to the Koss Sport headphone that I have been using. The Koss phones, however, are smaller and carry easier.

Meanwhile, for those of you who prefer to listen to your iPod MP3 player back here on the ground, Apple has announced a new iPod that is now part of Ford Motor Company, General Motors and Mazda to deliver seamless iPod integration across the majority of their brands and models, making it easy for iPod users to enjoy and control their iPod's sound through their car's stereo system.

With the addition of these new models, more than 70 percent of 2007-model U.S. automobiles will offer iPod integration.

"We're delighted that Ford, General Motors and Mazda will support iPod connectivity in nearly all of their new models," said Greg Joswiak, Apple's vice president of Worldwide iPod Product Marketing. "Now more than 70 percent of 2007-model US automobiles will offer iPod integration, with General Motors alone making it available on all 56 of its models, representing millions of cars and trucks.

This will eliminate the one small complaint that I have with the Sonnet Podflex FM system that I use now. Once in an automobile while charging the iPod, we will pick up interference from some random college radio station.

Ford and General Motors will feature iPod integration in the majority of their 2007 models in the U.S. Beginning later this year, while Mazda's entire global portfolio of cars and SUVs will offer iPod connectivity. iPod offerings for Ford, General Motors and Mazda are too new.

For now.

Another Month, Another iPod Column

By I. Allen Leinberger

For multi-function controls to select their music using artist, album, track or playlist, shuffle or slideshow, as well as to easily skip between tracks and play lists. You can find more by checking www.apple.com/ipod/ipodoutcare.

You may recall that a couple of months ago I predicted that the video iPod would change the way TV is produced. Well, the revolution has begun. "Aquaman," a show from the people who brought us "Smallville," was supposed to begin this fall. With the merger of UPN and the WB, it got cancelled. Nevertheless, the pilot episode was added to the iTunes video library for purchase at $1.99. It immediately became the number one video download on the net.

Other programmers and producers will see this and take note. Watch for download-only programs coming soon to a computer near you.

And if all of that isn't enough, the iPod is coming to the Inland Empire. The Podcast and Portable Media Expo is scheduled for Sept. 29 - 30 at the Ontario Convention Center. This international event promises to bring together podcasters, media, corporate executives and device makers. Their Website is www.portablemediexpo.com that's all for the iPod from now on.
Healing the 9-11 Wounds

It has been five years since Sept. 11, 2001. The assassination of JFK or the attack on Pearl Harbor, 9-11 has been a generation's highest water mark. North Korea is lobbing missiles into the ocean half a world away. And all we're telling what will be happening in Cuba. Four years ago about the same time, Afghanistan. Nothing is the same about the way we do business as leaders. It is has been the beginning of the official beginning of the twenty first century. What has happened in the last five years? Speaking in Riverside last month, former House Speaker Newt Gingrich reminded us that in the five years after Pearl Harbor, we liberated Africa, Europe, and Japan, launching a two ocean navy in the process, and then brought the troops home and cut the military by some 90 people. Today, as Russia before us, we have gotten mired in Iraq and the Hezbollah is sneaking up behind us. Meanwhile.

Ira Jackson: continued from page 6
This mission by addressing the needs of the spirit, the mind and the body of individuals, the community and the society. The social sector also provides a significant sphere of individual and corporations to practice effective and responsible citizenship.

Ira Jackson points out that the Leader To Leader concept came about when Drucker did the math and discovered that only 10 percent of the Gross National Product (Gross National Product) was in nonprofit funding. Abuse of that much financial power has led to embarrassment and scandals in the nonprofit area and the need that should not, not happen. Today Dean Ira Jackson is thrilled to be tackling the challenge that the Drucker Institute has taken on.

"We need to have the courage to, with impressive measures, tackle and speak to the phenomena that is taking place today and developments that can take place tomorrow," he said in a recent interview. "We are focusing on helping effective and ethical leaders and are not embarrassed about that. It's the core of Peter's thinking. It is a profoundly human idea associated with his legacy."

Generating Energy
by Brian Tracy, Web Site www.briantracy.com

You may have a thousand different goals over the course of your lifetime, but they all will fall into one of four basic categories: (1) physical, (2) emotional, (3) intellectual and (4) spiritual. It is an attempt to enhance the quality of your life in one or more of these areas.

The first category is your desire for happiness relationships. You want to love and be loved by someone. Excess weight tires you out. It taxes your heart, your lungs, and your muscles. Extra weight forces your body to burn more energy than it normally would just to maintain life and proper functioning.

The second category is your desire for interesting and challenging work. You want to make a good living, of course, but as you begin to earn the respect of the people around you, and you want to earn the respect of the people you respect.

The third category is your desire for financial independence. You want to be free from worries about money. You want to have enough money to support your children. You want to have enough money to support your hobbies. It is necessary for you to have enough money so that you can do what you want when you want.

The fourth category is your desire for good health, to be free of pain and illness and to have a continuous flow of energy and feelings well. The common denominator of these four goals, and the essential requirement for achieving each of them, is a high level of energy. The achievement of even a small amount of success in any one of these areas requires the development and expenditure of energy. Energy is a critical fuel and the rate at which you spend it determines how much energy you'll have for the physical, mental, and emotional realms.

Proper rest and recreation. On average, you need seven to eight hours of good, solid sleep each night. Some people can get by on less. But you should plan and organize your evenings so that you are "early to bed and early to rise." Remember, nature demands balance. You need to stay alert, more alive, more alert, and filled with greater vitality than you can imagine.

Proper exercise. The more regularly you exercise, the more energy you have, the better your mood, the less you will weight. Regular exercise increases your digestion, reduces the number of hours you spend sitting, improves your heart rate, increases your vitality in the physical, mental, and emotional realms.

Southland Home Sales
continued from page 7
Down payment sizes are stable, as are flpping rates and non-owner occupied buying activity, DataQuick reported.

July-05 July-06 Chg. July-05 July-06 Chg.

Los Angeles 10,711  8,040 -24.9% $488K $520K 6.6%
Orange County 4,341 2,779 -36.0% $601K $630K 6.3%
Riverside 4,765 3,370 -29.3% $496K $487K -1.8%
San Bernardino 5,762 4,420 -23.3% $585K $414K 7.5%
Ventura 1,406  887 -36.9% $328K $366K 11.6%
So. California 31,069 22,712 -26.5% $469K $429K 4.9%

Chamber-Opposed Prop. 86 Jeopardizes Critical Funding, Sets Bad Precedent

The California Chamber of Commerce is opposed to Proposition 86, the Tobacco Tax Act of 2006, which will appear on the Nov. 7 general election ballot.

The Tobacco Tax Act of 2006 increases the state's excise tax by 300 percent, adding a $2.60 per pack tax on the price of cigarettes, with increases on other tobacco products sold in California.

The estimated $2.1 billion from this new tax will be allocated to a variety of public health programs, smoking prevention and cessation programs, as well as children's health insurance, and various public health research programs.

The largest share of the new tax revenues, approximately 40 percent, will go to hospitals to pay for emergency services. Less than 10 percent will actually go toward helping smokers quit or keeping kids from starting.

In addition, Proposition 86 throws millions at program after program without adequate legislative or governmental oversight.

The California Chamber of Commerce opposes Prop. 86 - the Tobacco Tax Act of 2006. It is a poorly written and conceived proposal that deserves a "NO" vote on Nov. 7, 2006," said Chamber President Allan Zaremberg.

"Prop. 86 mandates $2.1 billion in new taxes with virtually no accountability on how the funds will be spent. What's worse - it ties massive speculative mandates to this new, untested tax source, jeopardizing our general fund revenue and expenditures and leaving fewer options for funding critical programs like education and transportation, especially during economic downturns," Zaremberg said.

"Further, it would establish a dangerous precedent by allowing the use of the initiative process to allow one business segment to arbitrarily tax another business segment. Other industries could become the targets for more new taxes the next time some special interest group is looking for funding.

Unstable Revenue Source

Proposition 86 creates new government programs and spending that becomes locked into the state budget.

When revenues drop, the costs for these new programs continue and other new taxes or revenue sources will have to be hiked to make up the difference.

When smokers act on the increased incentive to seek out alternative purchasing channels, in-state taxable sales fall, further challenging the stability of this revenue source.

Since 2000, federal and state governments have increased their cigarette tax rates 65 times. In only six cases of 32 states that raised the tax, did the state raise state revenues actually meet or exceed the estimates. The other 26 states fell short of projections by as much as 59 percent.

Increased Illegal Activity

The increase in price of cigarettes will provide additional incentives for smokers to seek alternative avenues to purchase cigarettes where state taxes are lower or can be illegally evaded. Law enforcement agencies such as the Bureau of Alcohol, Tobacco, Firearms and Explosives have concluded that there is a direct relationship between an increase in state's excise tax and an increase in illegal trafficking.

According to a study by the Board of Equalization, California already loses hundreds of millions of dollars annually in tobacco taxes because of smuggling and tax evasion.

No Education Funding

In 1988, voters passed Proposition 98, which set a funding prior-

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Inland Empire Business Journal
A Short Overview of Low Desert Communities

It’s been called the Low Desert or the Palm Springs area. Some people even think it is a part of the Inland Empire. It has been home to many famous desert rats and rattlesnakes. The tracks of General Patton’s tanks from his training days can still be seen.

If you stand in the right spot, you can see The Angel on the Mountain. It has been home to the home-grown grillin’ godsmen, some of which got streets named after them, although it is doubtful the younger people today recognize Fred Warin.

The hot springs drew the crowd. After the war, Charlie Farnum, the mayor of Palm Springs, helped to make it famous. Actually the show was Gaye Sword's inacumen. The show was brought to the attention of the world. Today, most famous Palm Springs' mayor either. Years later, pop star Sonny Bono would also hold that honor.

Other names commonly associated with it are Sinatra, Bob Hope and Elvis Presley. The area has some of the most expensive housing in Southern California. It has enough date palms to give a sense of receiving. It also has some of the best restaurants around.

On the map it is the Coachella Valley, and while primarily it is part of eastern Riverside County, it functions as its own separate world. Business there relies on such groups as the Coachella Valley Economic Partnership.

The Coachella Valley Economic Partnership’s purpose is to expand and diversify the regional economy of the Coachella Valley without compromising each community’s integrity and quality of life.

Its mission is to utilize a team of investors, community leaders, consultants and staff, to market, facilitate and provide economic information to its clients, investors and community for additional economic opportunities for all residents and businesses.

They recognize and celebrate individual community economic identity, competition and interests through their values of relationship building, shared vision and ethics. Among the communities in the partnership are the following:

**Palm Springs**

The City of Palm Springs is, as we have established, internationally known as the playground of the Hollywood stars. It is a quintessential town where you can walk down the scenic and historic Palm Canyon Drive for shopping, dining and people watching.

The Palm Springs International Airport brings hundreds of thousands of travelers annually to the Coachella Valley. The year 2004 was a record year with 1.1 million passengers. Served by 12 airlines with 55 daily flights, the airport is just one connection from most markets across the United States.

The airport’s airfreight facilities, Interstate 10, and the Union Pacific Railroad provide multiple transportation choices. The Palm Springs Convention Center recently doubled in size with a $34.7 million expansion.

The city’s population is just over 45,000. That’s a 45 percent growth rate since 2000.

The Agua Caliente Band of Cahuilla Indians operates another of the city’s most sought-after attractions, the Spa Hotel and Casino.

Palm Springs is the most popular valley city for television and film production. In 2004, there were 2,400 productions throughout the valley, generating $22 million.

Wind farms, that dot the land on the outskirts of Palm Springs and the Green Energy Peaker Plant, provide alternative energy sources.

The Coachella Valley International Film Festival, spearheaded by the late Mayor Sonny Bono, boasts over 70,000 movie lovers and moviemakers and Hollywood personalities annually.

**Cathedral City**

The city of Cathedral City is the second largest city in the Coachella Valley, enjoying its reputation as a major business center with large vacant developable properties along Interstate 10 and the Union Pacific Railroad’s transportation corridor. It was recently created downtown with city hall, an IMAX theater and a mixture of retail stores and “mom and pop” businesses that help to make Cathedral City a city with its own unique character.

Cathedral City is surrounded by big city atmosphere around Palm Springs and Rancho Mirage.

As the city’s population is around 50,000. That’s an 18.7 percent growth rate since 2000, continuing the Salton Sea Restoration Project and attracting geotheral, and other new energy development and multiple new businesses. The Imperial Irrigation District supplies electricity at rates lower than other energy companies serving the Coachella Valley.

**City of Coachella**

The City of Coachella is touted as “City of Eternal Sunshine - Gateway to the Salton Sea.” The optimistic slogan underscores the tremendous large inventory of affordable land, large agri­cultural acreage being converted to meet the demands of business.

Coachella is including the adjacent unincorporated communities of Thermal and Mecca — are surrounded by more than 70,000 acres of land irrigated by the Colorado River via a strategic canal system. The water has historically been used to grow some of many of California’s largest crops of grapes, lemons, oranges, avocados, figs and persimmons.

The Master Plan calls for 5,600 acres of residential and 5,000 acres of commercial facilities.

Coachella is known for the World Polo Tournaments and has been designated the “Gem of the Desert.”

The City of Coachella, known for its International Tennis Center and Coachella Valley Enterprise and Empowerment Zone, offers tremendous state and federal tax incentives for relocating businesses.

The City of Coachella Valley, enjoying its reputation as a major business center with large vacant developable properties along Interstate 10 and the Union Pacific Railroad’s transportation corridor.

**Indian Wells**

The City of Indian Wells, touted as one of the wealthiest per capita cities in America, is home to the internationally tele­vised Palm Springs Open Tennis Masters Tournament at the Indian Wells Tennis Garden, the second largest tennis facility in the nation. Organizations from Fortune 500 to the Republican National Committee flock here for conferences. It’s no surprise that the top banks, stock brokers and accounting offices have created a major financial district here for the Coachella Valley. Gated country clubs and million-dollar oceanfront properties are plenti­ful.

The Indian Wells population is just under 5,000. That’s a 25 percent growth rate since 2000.

Combined, there are 1,500 hotel rooms at the Renaissance, Hyatt Grand Champion, Miramonte and Indian Wells Resort Hotels.

No.1 in Riverside County for income/capita. It is the Coachella Valley’s financial district, enticing brokerages, accounting and banking firms.

Desert Town Hall Indian Wells Wells Enterprise and Employment Zones offer tremendous state and federal tax incentives for relocating busi­nesses.

Highway 86, nicknamed “NAFPA Highway,” carries hundreds of travelers between the United States and Mexico through the center of Coachella creating new profitable export markets.

Coachella is also poised to take advantage of new development opportunities along Interstate 10, the Salton Sea, the largest body of water in California. Some $1.2 billion is committed to the Salton Sea Restoration Project. It will attract geotheral, and other energy new development and multiple new businesses. The Imperial Irrigation District supplies electricity at rates lower than other energy companies serving the Coachella Valley.

**City of Rancho Mirage**

The City of Rancho Mirage is one of the most vibrant business centers in the Coachella Valley with $94.9 million in continued on page 20
Golf Courses in the Inland Empire

Listed Alphabetically

<table>
<thead>
<tr>
<th>Course Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Type of Course</th>
<th>Membership Fee</th>
<th>Greens Fee</th>
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<tr>
<td>Caliente Springs K.V. Resort &amp; Golf Course</td>
<td>30-200 Dillon Rd.</td>
<td>Desert Hot Springs, CA 92240</td>
<td>Semi-Private</td>
<td>$12</td>
<td>$12</td>
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<td>Caliente Country Club</td>
<td>1300 S. Thirteenth St.</td>
<td>Calimesa, CA 92230</td>
<td>Public</td>
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<td>$170</td>
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<td>Cathedral Canyon Country Club</td>
<td>88111 Paseo De La Reina</td>
<td>Cathedral City, CA 92234</td>
<td>Club Corp. Semi-Private</td>
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<td>$65</td>
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<tr>
<td>Cathedral City Golf Course</td>
<td>1941 W. Valley Blvd.</td>
<td>Cathedral City, CA 92234</td>
<td>Public</td>
<td>$15</td>
<td>$20</td>
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<tr>
<td>Cross Creek Golf Club</td>
<td>38400 Glen Meadow</td>
<td>Claremont, CA 91711</td>
<td>Semi-Private</td>
<td>$45/75*</td>
<td>$55</td>
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<tr>
<td>Date Palm Country Club</td>
<td>3200 Date Palm Dr.</td>
<td>Cathedral City, CA 92234</td>
<td>Public</td>
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<td>$110</td>
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<td>Desert Dunes Golf Course</td>
<td>26-100 Palm Dr.</td>
<td>Palm Desert, CA 92260</td>
<td>Public</td>
<td>$90</td>
<td>$100</td>
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<tr>
<td>Desert Willow Golf Resort</td>
<td>3099 Desert Willow Dr.</td>
<td>Palm Desert, CA 92211</td>
<td>Public</td>
<td>$65/75*</td>
<td>$65</td>
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<tr>
<td>Eagle Glen Golf Club</td>
<td>1800 Glen Pkwy</td>
<td>Corona, CA 92883-6620</td>
<td>Public</td>
<td>$685</td>
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<tr>
<td>El Prado (2 Courses)</td>
<td>4335 Paseo Ave.</td>
<td>Corona, CA 92879</td>
<td>Public</td>
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<tr>
<td>El Rancho Verde Royal Vista</td>
<td>1615 Country Club Dr.</td>
<td>Rancho Palos Verdes, CA 90275</td>
<td>Public</td>
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<td>El Roiivo Country Club</td>
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<td>Riverside, CA 92519</td>
<td>Public</td>
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<td>Empire Lakes Golf Course</td>
<td>10315 South St.</td>
<td>Rancho Cucamonga, CA 91730</td>
<td>Public</td>
<td>$55/85*</td>
<td>$55/85*</td>
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<td>General Old Course Golf Club</td>
<td>6500 Village West Dr.</td>
<td>Riverside, CA 92503</td>
<td>Public</td>
<td>$50/125*</td>
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<td>The Golf Resort at Indian Wells</td>
<td>5325 Green River Rd.</td>
<td>Indian Wells, CA 92210</td>
<td>Public</td>
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<td>Green River Country Club</td>
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<td>Green Tree Golf Course</td>
<td>14414 Green Tree Dr.</td>
<td>Victoriaville, CA 92529</td>
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<td>Heritage Palms Golf Course</td>
<td>42521 Heritage Palms Dr.</td>
<td>Indio, CA 92201</td>
<td>Public</td>
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<td>$40/120*</td>
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<td>Hesperia Golf &amp; Country Club</td>
<td>13797 Rusty Pelican</td>
<td>Hesperia, CA 92345</td>
<td>Public</td>
<td>$20</td>
<td>$20</td>
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<td>Address</td>
<td>E-Mail</td>
<td>Phone</td>
<td>Fax</td>
</tr>
<tr>
<td>Top Local Pro or Manager</td>
<td>Title</td>
<td>Phone/Fax</td>
<td>E-Mail</td>
<td>Phone</td>
<td>Fax</td>
</tr>
</tbody>
</table>

Golf Courses in the Inland Empire continued on page 25

The Cost of the Grinch, continued from page 17

many former addicts confessed to dropping out of the program at least once before making a personal commitment.

A.A. offers its 12-step program, but even that is not without some controversy. There are dozens of government and faith-based programs in our area. Then there are the better-known facilities. The ones you think of when you hear the word "Grinch."

Perhaps the greatest of these is out in the desert—the Betty Ford Center. This facility has become so well known that it is almost a punch line for celebrity addiction.

The history of the Betty Ford Center is part of the story of its founder, former First Lady Betty Ford. After completing her own treatment for chemical dependency at the U.S. Navy's Naval Hospital in Long Beach, Mrs. Ford talked to her friends about the need for a treatment center that emphasized the special needs of women, her good friend, Ambassador Lockheed, encouraged Mrs. Ford to pursue her dream and in 1982, they cofounded the nonprofit Betty Ford Center in Rancho Mirage, California.

From its earliest days, the Betty Ford Center has treated women and men suffering from chemical dependency. The Center has always had 50 percent for its women and 50 percent for men. Treatment is gender-specific: women and men reside in separate hall. Today the Betty Ford Center offers a broad and varied menu of services for the entire family system affected by addiction.

The Betty Ford Center believes that all family members are deeply affected when one family member continued on page 29
In a tough marketplace defined by intense global competition and razor-thin profit margins, your people are everything. Think about it. Companies that can keep your ideas, copy your products, and go after your customers—but they can’t replicate the men and women who make your company work. Your employees are the innovators who come up with the next big idea that puts your company a step ahead of the rest. That’s why it’s so critical to hire the right people, says Ruth Haag. And when you start looking for that perfect employee, you’ll find that you have your work cut out for you.

“Any interviewer can look good for the brief time of an interview,” says Haag, author of “Hiring and Firing: Book Three.” “When you are interviewing someone, you are really looking to avoid the 100 percent failure points.”

“There are two main principles I urge employers to follow,” she adds. “One, realize that you can’t identify the right person for you, but you can screen out the wrong person for you. And two, if you do realize you’ve made a mistake, get rid of the non-performer quickly. Low performers can destroy your culture and, ultimately, your company.”

First things first: hiring. In her book, Haag lays out what employers should and shouldn’t do during the hiring process—from reading the resumes to conducting the first interview, to assessing the interviewee can look for you and your company a step ahead of the competition and finding someone who meets all of your hiring goals will help you weed out those who don’t fit with you at all.”

Never hire anyone until you’ve conducted a thorough interview. Interviews provide a great way for you to assess whether the candidate completely lacks skills, knowledge, and attitude that are necessary to perform the job. “Some supervisors tell me that they hire everyone and let the training do their job. I feel that there is a ‘niche’ for everyone,” says Haag. “But there really are some ‘nicheless’ people.”

Know the right questions to ask. To get all of the information out of the interview that will help you make the right hiring decision, you have to ask the right questions. Make sure you learn all that you can about the person’s training, job experience, and perhaps most important, work ethic. “Remember to keep the interviewer’s personal life out of the interview,” says Haag. “Make sure that you clearly explain to him what you don’t know about his personal life for the job and then allow the interviewer to determine if his personal life will be able to handle your requirements.”

Reading the resumes. It may not be your idea of great reading, but it is necessary reading when choosing a new employee. Paying close attention to what your applicants’ resumes say can make a huge difference. You need to decide who would make the best employee for your organization. “Check out all the resumes and determine if the candidate will succeed in your company,” says Haag.

“It’s more important than ever that you hire people who give your company a critical edge,” author Ruth Haag explains how to separate the wheat from the chaff.”

Reviewing the resumes is a great way to find out who will definitely not work, so that you can weed them out of the hiring process.

Never make it sound like a candidate already has a job. Sounding overly sure you are that most of the people you call as references aren’t being forthright. Previous employers don’t often say bad things about their departed employees. If the person’s employment ended poorly, chances are they aren’t being forthright. It is happy to get rid of him and may give him a good reference to make sure he stays away. “While the information can be useful on some levels, you should never base your final hiring decision on a reference call,” says Haag. “They are simply too unreliable.”

Too much concern about money is a bad sign. A sure sign that someone isn’t the right person for the job is a preoccupation with how much money comes with the job. If someone is overly concerned about money during the interview, chances are that attitude will carry over into their new job. Let your potential employer know who are enthusiastic about what they bring to the table and who express an interest in professional growth. “You want to find someone who wants the job itself, not just the paycheck,” says Haag.

Not only is taking steps to continued on page 26
Low Desert Communities

continued from page 15

Retail sales (3rd quarter 2004)

Smartly designed, gated country clubs, golf courses and luxury million dollar estates make the city a highly-touted address for Southern California's upper class. The Bermuda Dunes area has been recently renamed the "Quail Valley" due to its highly-touted address for Southern California's upper class. Named one of the top 100 hospitals in the nation, Eisenhower Medical Center has been recently named the "Quail Valley" due to its highly-touted address for Southern California's upper class. Named one of the top 100 hospitals in the nation, Eisenhower Medical Center has been recently named the "Quail Valley" due to its highly-touted address for Southern California's upper class. Named one of the top 100 hospitals in the nation, Eisenhower Medical Center has been recently named the "Quail Valley" due to its highly-touted address for Southern California's upper class. 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We offer a broad range of affordable plans designed to fit almost any budget. Plus, when you select health care coverage plans from UnitedHealthcare, now sold by PacifiCare, you get access to online tools that make benefit administration a snap. And if you still think you need chiropractic coverage, we can take care of that, too.

To find out which of our plans is right for you, please visit www.pacificareandyou.com/Inland or call us at 1-800-701-1393 or contact your PacifiCare broker.

生产总督：bksj$e$1e$1g

September 2006

Attention:
Teacher wanabees
Local class starts
September 8th

Instructors Needed:
Get Paid to Teach What You Already Know!

Just four hours a week for 14 weeks and you qualify for a California designated subject teaching credential, in your field. Skilled professionals can be teaching career and technical education courses starting in January 2007 at the non-profit Academy for Career Training adult/vocational school or any public/private adult school, community college or Regional Occupation Program with one course in teaching techniques to be offered locally starting Sept. 8, 2006. The Friday night class runs from 5-9 p.m. and meets at the ROP Center, 47-2366 Oasis Street, Indio. The State of California recognizes “whom better to teach skills training than someone who has worked in the field for at least five years and has a high school or GED diploma.” Because of the drastic need for more skilled professionals, the state will give you credit for your work experience. Help deserving adults to reach their potential while helping your community to grow and prosper. These classes are offered by University of San Diego, Fast-Track Teacher Credentialing Programs, 74-140 El Paso, Ste. 4247, Palm Desert, CA 92260.

Wednesday, September 20
Women in Leadership Development Present “Top of the Ladder Series” CATFIGHT! Women on Boards...the debate!

Sponsor: College of Business and Public Management University of La Verne

Time: 3:30 pm until 5 pm
Place: Pacific Palms
Address: One Industry Hills Parkway, Industry
Price: $40
Please RSVP: Erica Arias at arias@ulv.edu or (909) 593-3511 ext. 4202

Riverside Community Health Foundation cordially invites you to its

MIAMI NIGHTS
Hot Night and Cool Fun at the Gala

Saturday, September 30, 2006
5:30 to 11:00 p.m.
Riverside Community Health Foundation
4445 A Magnolia Avenue • Riverside, California

National Association of Women Business Owners
September 21 LUNCH meeting
Registration at 11:15am, Lunch at 12:00pm
Doubletree Hotel Ontario Airport
EMPLOYMENT LAW; SPEAKER: Laura Petroff

The 20th Anniversary Celebration of Children’s Fund
Celebrate the Past & Anticipate the Future

Save this Date!
Saturday, October 14, 2006 at 6:00 p.m.
For A Unique Evening of Imagination & Exploration
at the NEW Victoria Gardens Cultural Center in Rancho Cucamonga
Overcoming Objections:
7 Easy Steps to Vaporize a Customer’s Objections

by Daniel Adams

Handling objections effectively is often the hardest thing a salesperson will have to do. What they often don’t realize is that an objecting customer is a good thing—it means the customer is interested enough in his solution to talk about it. An objecting customer is handing something to you on a silver platter, with a “precious moment,” a chance to differentiate yourself as a sales superstar. In order to gain the customer’s trust and to proceed hand-in-hand toward a win-win solution, the salesperson needs to be prepared to vaporize any objections. Here are seven simple steps to “Vaporizing” any customer objection.

1. Anticipate

Step one in handling any objection is to ensure that you are not surprised, and therefore perhaps defensive. Work with your marketing department or find a veteran rep that can help determine the top five objections you may be facing. Research!

Put yourself in your customer’s shoes and ask what might be undesirable about the proposed solution. Role-play until you are very comfortable addressing each objection. Even the most complex and technical products and solutions end up having only a handful of key objections.

2. Confirm the issue

You need to thoroughly understand how your customer’s articulated issue. Let’s say your customer gives you the standard “your price is too high” objection.

If you are an “average rep,” you sprint back to your manager and request an additional 10 points of discount. Your manager is already at this discount limit, so he has to call corporate headquarters to obtain permission for the deep discount. After receiving a “yes” from the CEO, your manager calls you with the good news. The next morning, you dart into your customer’s office and continue on page 33
Building Blocks for a Successful Team

by Lawler Kang. Website www.lawlerkang.com

The key to management is making teams work. It doesn’t matter if you are a hospital administrator running a wing or an order-entry manager looking for six sigma perfection. If you can’t develop a mechanism of skills, experiences, back-grounds, values and mindsets called a team be productive, both your organization and your personal success will be severely thwarted. How does this collectively catalyze us? Here are a few building blocks for creating a team that not only meets the door of poor performance, but potentially blows it off its hinges.

The first and most important building block is to make sure you, the leader, are passionate or inspired about the mission of the team. This is absolutely critical as the leader sets the tone and culture for the team. How do you identify or align your personal passions with this mission? Look back through your range of life experiences to pull out those bright nuggets of what you absolutely loved about particular experiences. Look for patterns in those nuggets and connect the dots with your current mission.

Generating Energy continued from page 12

you find your lungs to the count of 16, hold it for two, and then exhale to the count of 10. If you do this seven to 10 times, twice or three times per day, you will be amazed at how much fresher and more relaxed you feel.

6. Proper attitude. Positive Mental Attitude seems to go hand in hand with great achievement and success in every walk of life. The more positive you are, the more energy you have. The more positive you are, the happier you are. The more positive you are, the more positive are the people and situations you attract into your life. The more positive you are, the easier it seems for you or your people to get the cooperation of other people. The more positive you are, the more effectively you perform.

Everything that you do counts in some way. Nothing is neutral. Everything either helps you or hinders you. Everything either adds up or takes away. Everything either propels you toward your goal or moves you away from it. Everything counts.

"You’re Hired!" continued from page 18

of the right person good for your company to "big picture" way, it yields a "small picture" benefit as well: it keeps you from having to say those awful words, "You’re fired.")

"Firing employees is one of the most unpleasant experiences for many supervisors," says Haag. "Donald Trump may enjoy it, but a majority of supervisors do not. If you know what to do before and during the hiring process, you will be able to avoid those dreaded words by hiring the right employees who will last for years at your organization."

For more information, please visit www.bizmagpress.com.

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**Inland Empire's Largest Hotels**

<table>
<thead>
<tr>
<th>Hotel Name</th>
<th>Address</th>
<th>City, State, Zip</th>
<th>Rooms</th>
<th>Suites</th>
<th>Rafting, Golf, &amp; Spa</th>
<th>Tent Capacity</th>
<th>Event Max</th>
<th>Event Min</th>
<th>Guest Max</th>
<th>Event Max</th>
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<tr>
<td>Renaissance Towers Resort &amp; Spa</td>
<td>6411700 Tovers, Indio, CA 92205</td>
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<td>150</td>
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<td>$150.00*</td>
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<td></td>
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<tr>
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<td>5,000</td>
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<td>$130.99*</td>
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<td>DoubleTree by Hilton Hotel</td>
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<td>Westin Mission Hills</td>
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<td>$129.99*</td>
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I will not reveal the full content due to the nature of the request.
Imagine for a moment that you are preparing for a heated final negotiation to secure a very important deal for your company. What will you do if your customer asks you to: “lower your price by $X dollars in order to close the deal?” Should you bring your manager to assist? What will prevent your customer from taking their negotiation offer and setting it on fire forever? Or worse, what if your customer allows the expiration date of the offer to pass without accepting the negotiated deal? The following 10 commandments of negotiations will help you close the sale and still give your customer all that they are looking for.

1. Know Who You Are Dealing With
   - Learn your customer’s job; know your customer; know your competition. Make sure you investigate the personalities of all the players. Learn who your customer and competitors are as professionals. What is their negotiation history? What has been their competitor’s sales strategy? What solutions have they offered?

2. Negotiate Only With Decision Makers
   - Sometimes an apparent decision maker is merely a ‘gate keeper’ in disguise. Ask probing questions to discover who is really in charge. One question to ask is: ‘Who has sign-off authority for an investment of this size?’ You need to negotiate with people who do not have the ultimate decision-making authority.

3. Timing is Everything
   - Do not negotiate if your customer is not ready to buy. Make sure your deal is fully baked. If you negotiate too early, you will end up negotiating two, three, four, or more times. If you drop the price any time before the final negotiation, you will end up competing against yourself. A major mistake.

4. Preparation - Review All Possible Outcomes
   - Know all possible moves that the customer may make. Plan your move in advance in each instance. Be prepared to eliminate yourself from the negotiation, if necessary. Review the circumstances under which it would be necessary to walk away from the situation in order to secure long-term relationships and to protect your company’s resources.

5. The Lone Ranger Is Dead
   - After you compile the trade matrix, review it in detail with your manager. In the beginning of the negotiation, superstars never conduct a major final negotiation alone. There are many reasons for this:
     - Customers do not believe that a sales rep has the authority to produce a great deal. They think that unless a manager is involved, the deal will not get a bottom-line deal.
     - Two sets of eyes and ears can better pick up the all-important nonverbal cues coming from the customer.

6. Negotiate Quietly
   - The negotiations get heated. By allowing the manager, at times, to take on the bad-guy role, the superstar can keep his relationships with the salesperson untarnished (‘I wish I could give that to you, but my management won’t allow it’).

7. Give Slowly and Reluctantly
   - During final negotiations, whenever you offer a price concession, do not make major reductions. Any shifts in price or position signals to customers that much greater concessions could be had for the asking. And believe me, they will.

8. Never Negotiate Piecemeal
   - Instead of the buyer putting all the issues onto the table before addressing any of them. That way you have to sit at stake and fashion an offer, which balances the totality of the requests with what the seller is able to concede. If the buyer presses, an effective reply is, ‘I may be able to ask my manager to make some of the concessions, but until I can understand all of your outstanding issues I will be forced to say ‘No’ to each of your requests. Certainly, you can understand my position.

9. Be Humble Be An Advocate
   - Avoid flaunting your superstar status during the negotiation. You let them know what you are a veteran negotiator who has been through this a million times, you will feel a brick wall rising up between you and the customer. Present yourself as a non-expert (only with regard to the negotiation process, not to your product or service expertise). You will be astonished at how much the customer wants to help you. The negotiation instantly takes on a win-win feel when the customer does not feel vulnerable. Remind him that you are in this process together, working toward a mutually beneficial solution. Assure him that you will advocate for the best solution your company can offer.

10. Finalizing the Agreement
    - It would be a major mistake to make any concessions without your customer and let him think ‘it’s for me’ in an indefinite amount of time. In fact, offer a mutually determined expiration date. Further, your offer must be all-inclusive. You must specify that all the products and items not included in the offer will be available only at an additional price. This way, you avoid piecemeal negotiation mentioned above, as well as negotiation after the fact.

These commandments will help you meet all the customers’ needs without losing money or the sale. By following these 10 best practice steps, you will be well on your way to sales superstardom. Good luck to you, and remember, "Close ‘Em!"

September 2006
Chamber-Opposed Prop. 86

continued from page 13

The cost of the Crutch: continued from page 29
RS serves approximately 4,000 individuals through a variety of substance abuse recovery, treat­
ment and prevention services. A qualified, caring multi-discip­
line team of administrators, counselors, therapists and support staff staffs IVRS, including
bilingual English/Spanish, who meet the California Department of Alcohol and Drug
Program's licensing & certification requirements.

Even as we prepared this article word came over the Internet to us women who are
pregnant and abusing drugs who now have a safe place
where they can be treated for their
addictions. It is called
Save the Babies, a part of the
Miracles in Recovery program, which
offers an intensive prenatal
residential treatment program
for 12 pregnant women.

Pregnant women have
special treatment needs, according to Beverly Smith, executive
director of Miracles in Recovery. This program offers the specialized treatment they
need, and makes sure they and their babies are off to a good start once the addiction is
treated.

These women will live with up to five others who are also pregnant and in treatment or recovery, in one of two homes
maintained by Miracles in Recovery in San Bernardino.

These homes are licensed by the state, and are staffed 24 hours a day. Women in the program will also receive prenatal care, and
health care for them and their babies after the birth.

Many of the clients will be minority women. Miracles in Recovery is part of a consortium of social service and health care
agencies working together to increase the number of African-American and Latino women receiving prenatal care, which
includes education and prevention programs for infants and low birth weights.

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September 2006

Business Journal • Page 33

Banks in the Inland Empire

Ranked by Total Assets as of September 2006

<table>
<thead>
<tr>
<th>Bank Name</th>
<th>Total Assets (Millions)</th>
<th>Average Change (12 Month)</th>
<th>Return on Average Equity (ROE)</th>
<th>Core Capital Area % of Loans</th>
<th>Nonperforming loans % of Core Capital &amp;</th>
<th>Income Before Tax</th>
<th>Top Local Executive Title (City, State, Zip)</th>
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</thead>
<tbody>
<tr>
<td>The Bank of Haven*</td>
<td>371</td>
<td>9</td>
<td>8.87</td>
<td>8.4</td>
<td>0.78</td>
<td>4.15</td>
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<tr>
<td>First Bank &amp; Trust*</td>
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<td>19</td>
<td>9.22</td>
<td>9.04</td>
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<td>Security Pacific Bank*</td>
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<td>United Bank of O'Fallon*</td>
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<td>Canyon National Bank*</td>
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<td>1.7</td>
<td>3.84</td>
<td>239 South Main Ave (Redlands, CA 92373)</td>
</tr>
</tbody>
</table>

Source: California Department of Business
Security

Ouch!

Why did this scenario occur?

It is simply because you failed to
clarify the customer's objection.

When the price objection is raised, a superstar rep will ask, "Our price is too high? Compared to what?" Or, "Can you explain that?" Question your customer fully. Ask for their help in understanding every aspect of the objection.

3. Credibility Preface

When a customer presents an objection, you have two options: protest and tell them they are wrong, or use the circumstance to gain credibility. By arguing the objection, you put the customer in the position of having to defend their stance.

The other option is to simply step out of the way. A credibility preface allows you to prevent a confrontation with the customer.

The simplest credibility preface to use with most objections is to say, "I can understand why you feel that way. I would also feel that way, if I were you."

Simply agreeing that a cus­
tomer has a right to make an objection helps to diffuse the customer’s discomfort and opens an air of trust between you and the customer.

After acknowledging your customer’s position, ask your­
self whether the customer is mis­
informed or correct. If he or she
is indeed misinformed, you can gently correct him with unbiased proof of your position. By dele­
cte—correcting a customer is risky business and you should do so only if you believe he can see the error.

4. Confirm the Underlying Need

This is your most important step. You must uncover the underlying need that is causing the customer’s objection. Let’s say you are selling cars. Your potential buyer walks in and says, "I don’t like that car. It doesn’t have enough horse­
power." You provide a credibili­
ty preface, by responding, "It is
true that there are cars out there with more horsepower than this one."

Then you seek the underly­
ing need by asking, "Can you tell me why horsepower is so important to you?" He says, "I need to accelerate quickly for passing on the highway."

continued on page 39
REAL ESTATE NOTES
continued from page 29
sated to contain a 130,000-sq.-ft. building designed for a single tenant, and two 70,000-sq.-ft. buildings earmarked for multi-tenant occupancy from 8k sq. ft. and up. The remainder of the site is planned for 80k sq. ft. of flex/industrial condominiums ranging from 2k sq. ft. to 4k sq. ft., designed for small businesses seeking to own their facilities. And in Lake Elsinore, a partnership of Fairway Commercial Partners of Manhattan Beach and Adler Realty Investments has acquired Archibald Business Center, an 18-acre facility that was renovated. A R A M A R K International Airport, which rents and sells uniforms, also moved to the site.
This column provides a review of the latest commercial real estate activity throughout the Inland Empire. It is produced in a joint media effort between the Inland Empire Business Journal and Rentv.com. For more commercial real estate information from around California, go to www.rentv.com.

When Planning Your 2007 Advertising Budget, Consider the INLAND EMPIRE BUSINESS JOURNAL and the INLAND EMPIRE BUSINESS JOURNAL BOOK OF LISTS. For advertising information, call (909) 483-4700 or visit our website at: www.busj.com

Bill Providing New Reasons to Sue Employers Awaits Action
A California Chamber of Commerce-opposed bill that could subject employers to lawsuits for issues that they neither know about nor control is awaiting action in the Assembly. SB 1745 (Kuehl; D-Santa Monica) establishes a new ability to file employment-related lawsuits, possibly under a variety of laws. As just amended, SB 1745 establishes a statutory statement of public policy prohibiting anyone from discharging or discriminating against an employee who takes time off to seek medical attention, obtain services from a domestic violence shelter or rape crisis center, obtain psychological counseling or participate in safety planning. Remedies for violations include reinstatement, reimbursement for lost wages, interest and reasonable attorney fees, plus court costs, as well as the ability to seek large civil penalties through "sue your boss" lawsuits.
In addition, positive tools — many created with Chamber assistance and input — already exist to help employers protect employees from outside harassment by former spouses and partners. Action Needed: Ask your Assembly representative to oppose SB 1745. Staff Contact: Valerio Nera.
Fat Times at Fat Daddy's

What constitutes great barbeque? Many people feel it is a geographical thing. Memphis, New Orleans, Texas, Carolina, even Chicago. Let's not forget your own backyard. Some people will tell you there is a race thing. African-American ribs are better than Caucasian ribs. Go figure.

Let's stay on the old-family recipe thing. Grandpa used molasses, Karo syrup, honey or maybe a cup of Jack Daniel's. Barbeque restaurants have to build their reputation based on such assumptions. Many have been covered in these pages before.

Fat Daddy's BBQ in Corona is one more on the list.

Actually, Fat Daddy's sits in the Mervyn's Plaza on that stretch of Main Street that is North of the 91 Freeway. Many people think that all of that area is Norco. It is not. The menu is what you would expect to find in any barbeque restaurant. To avoid arguments, we went for the plat-ter order, which gave us samplings of much of the fare.

I am personally not a great ribs fan. That being said, the St. Louis-style ribs were excellent. The BBQ chicken was delicious. I do like them, like brisket, but the order we got was a little dry. I needed to add more homemade secret recipe BBQ sauce. I did love the hot links. They were served sliced and grilled.

Many New Orleans-style barbeque restaurants sweeten their ice tea with fructose syrup. Such is the case at Fat Daddy's. It is positively addictive. They also have great corn bread, served in small loaves, wrapped in plastic. The sweet potatoes are a treat.

Other treats include the rich tasting pulled pork, the deep fried and breaded okra and very good coleslaw and potato salad, made on site.

Meats at Fat Daddy's are smoked for four hours and spent four more hours in the oven.

That was about the preparation secrets. Customers were able to get out of our host, The C-man (I think his real name is Clarence). Everything else is a family secret.

Desserts included a great peach cobbler and an amazing banana cream pie that was thick and sweet and didn't last long at our table. The only thing missing is pecan pie. They told me that is what a seasonal treat. Other desserts include something called a Famous Cake Shake.

We did not try and should have, was the seafood. Callifish, of course, is a BBQ staple.

Fat Daddy's also features habitat, snapper and tilapia. The side dishes include mac & cheese, southern greens, momma's yams, baked beans, black-eyed peas, fries and hush puppies.

There is also a threat on the menu called the Great Grand Daddy Burger. It is described as two pounds of meat with cheese, bacon, lettuce, tomato and pickle. It is eight inches of "hamburger heaven" for $4.95 and includes two side dishes. The menu asks, "Are you up to the challenge?" I wimped out.

The staff of the Inland Empire Business Journal has visited many BBQ facilities in and around the Inland Empire. We all agree that Fat Daddy's is possibly the best we have been to.

Fat Daddy's BBQ Bistro is located at 718 North Main St., Suite #102 in the Mervyn's Plaza in Corona, north of the 91 Freeway. The phone number is 951-736-3510.

Once in Park City easy-free transportation is available if you don't rent a car.

AAA has detailed maps for campers and automobiles.

The Park City Chamber & Visitors Bureau is one of the most accommodating, and friendly in any area in the U.S.A. Craig McCarthy, their communications manager, is the kind of person you will want to meet. You have a challenge, he and his staff will solve it guaranteed. Call them 435/640-3880 or e-mail him at craig@parkcity.com.

Camille Bounds is the travel editor for the Inland Empire Business Journal and the Western Division of Sunday Publications.
Taking Flight

Editorial Focus

According to the Inland Valley Daily Bulletin, the city of Upland is considering a 355-

home development near Cable Airport. If it goes through, Bob Cable says the airport's days are numbered. "That's how it looks," said Cable, the airport's president. "It's as simple as that. In the next 10 to 12 years, there will be no Cable Airport," Cable said.

The Planning Commission, acting as the Airport Land Use Committee, has approved the Upland Crossing Development. Cable said even homeowners sign waivers acknowledging that 70 percent of your customer's needs. There are typically six high-level needs for most business-to-business purchases.

1. Performance-Quality
2. Ease of Use
3. Reliability-Service
4. Futures-Upgradeability
5. ROI/TCO (Return on Investment/Total Cost of Ownership)
6. Risk

To utilize your Vaporizer, simply locate the area that is important to your customer and begin to share with them the advantages that relate to his key need. "Mr. Customer, if you're interested, I'll have time to explain our priority for you, let me highlight just a few of our advantages which are exclusive to our offering. We provide something called Turbo Boost. Even though this market doesn't have a use as homeower as that other one, Turbo Boost accelerates the car from 0 to 60 in 6 seconds. If you fail to meet all of the customer's needs with your unique performance, you may now utilize the advantages highlighted under the other columns. For example, you will now stress your trade-in value and large market share, in addition to other offerings you have an automobile."

6. Confirm

Today is situated on I-15, 4 miles from Los Angeles and Long Beach.

Flights, and United serve Ontario.

Cable is classified as an uncontrolled field, which means there is no one in the tower directing traffic into and out of the airport. There are exceptions for special events, like the Air Fair, when the FAA sets up a temporary control tower for the day. At all other times pilots are responsible for watching other aircraft in the pattern. They follow rules for operating out of uncontrolled fields, which all pilots know; they use common courtesy, and communicate with others in the area via mobile radio. This is the same tried and true procedure used safely for the last 60 years at uncontrolled fields throughout the country.

The Ontario Police Department helicopter flies over Cable and the airport is a part of their school tours for the Claremont College.

But not all is well at Cable.
continued from page 41

**NEW BUSINESS**

**County of Riverside**

**EXCEL HEATING & AIR CONDITIONING**

REYNOSO, FERNANDO

40041 DEACON

MOORESVILLE CA 92562

**GC MORTGAGE REALTY AND PROPERTY MANAGEMENT CORPORATION**

SANDRA L. HERNANDEZ

305 WILLIAMETTE

RIVERSIDE CA 92506

**AUTOMOBILE MERCHANDISES**

ABRAHAMS, BALDWIN, COHEN

749 N. BURGESS

CORONA, CA 92881

**9TH STREET ANTIQUES**

360 MARKET ST

RIVERSIDE CA 92506

**GCE EUROPEAN**

GRUBER, MANUEL

2500 HILLSIDE AVE

RIVERSIDE CA 92506

**ANDES GOLF & ROYALE**

MALEH, PETRA

45000 CLUBHOUSE DR

RIVERSIDE CA 92529

**THE COST OF THE CRUNCH**

continued from page 32

Besides making sure they and their babies are healthy, the pregnant women who are treated through Miracles in Recovery have access to resources they need to succeed in a drug-free lifestyle. A typical program is similar to that offered at six transitional living homes operated by Miracles in Recovery.

The treatment program offers individual and group counseling, drug education, drug addiction and preventing relapse, 12-Step programs such as Alcoholics Anonymous and Narcotics Anonymous. Anonymously designed for pregnant women, parenting classes, life skills classes, yoga and health education, including stages of pregnancy and infant development. Former clients are now living independently and can also use these resources.

There are many other programs available in our area. There are also companies who specialize in drug screening to avoid problems before the person is even hired.

Of course all of this costs money, which comes off the top in business and ultimately comes down to you and me.

In the end the one great truth holds, no matter what route you take to deal with substance abuse. And it's this - there is no program that can help you. Acknowledging the problem is half the cure.

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**Golf Courses in the Inland Empire**

**Location Alphabetically**

<table>
<thead>
<tr>
<th>Course Name</th>
<th>City, State, Zip</th>
<th>Mgmt., Cm &amp; Owner</th>
<th>Type of Course</th>
<th>Green Fee (18 Holes)</th>
<th>Green Fee (9 Holes)</th>
<th>Length of Course (Yds)</th>
<th># Tees (# permanent yardage)</th>
<th>Year Built</th>
<th>Tee Times</th>
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<tr>
<td>Oak Valley Golf Club</td>
<td>Beaumont, CA 92223</td>
<td>Oak Valley Golf Club, LLC</td>
<td>Membership &amp; Guest Fee</td>
<td>$56-$72</td>
<td>$32-$52</td>
<td>7,032</td>
<td>7,032</td>
<td>1973</td>
<td>Top Local Pro or Manager</td>
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<td>Pomona, CA 91766</td>
<td>Pomona Golf Club, LLC</td>
<td>Membership &amp; Guest Fee</td>
<td>$60-$65</td>
<td>$30-$50</td>
<td>6,882</td>
<td>6,882</td>
<td>1965</td>
<td>Top Local Pro or Manager</td>
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<td>Palm Springs Country Club</td>
<td>Palm Springs, CA 92262</td>
<td>Desert Sands Country Club</td>
<td>Membership &amp; Guest Fee</td>
<td>$75-$85</td>
<td>$30-$50</td>
<td>7,100</td>
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Be ready for a difference

If you are ready for adventure — if you are ready for serendipity — if your are ready to be entertained, fly, drive, and/or run to Park City, Utah. It has everything rolled up in one fine, classy package with something for everyone, summer or winter. For those of you that might say Park City where/who?— think 2002 Winter Olympics, considered one of the most successful Winter Olympics in the history of the event.

Think summer and winter

Just don’t think winter—definitely think summer and among hundreds of other summer activities as well. The Utah Olympic Park is a venue of 389-acres that covers the area where the skiers competed in ski jumping, and the sliding sport competitions like bobsledding, skeleton and the luge. During the summer, visitors can take a bobsled ride (on wheels) careening down the actual 15-curve track with a former Olympic contender. (We had a Russian that decided to stay and assist in training others.) Trust me, this is more exciting than any roller coaster ride anywhere! There is freestyle aerial ski jumping into a 750,000-gallon pool, an amazing fete, and a sight that must be seen to really appreciate and understand.

Park City was a former silver mining town idyllically nestled into the mountainside and can be found in an easy 35-mile ride east of Salt Lake City’s International Airport. This delightful town has the charm of a relaxed village with a subtle tempo of really being completely with it. There are all the amenities, outdoor recreation and entertainment of a big city with the laid back feeling of choices of just how fast and how much one might want to participate. This is a spot on the planet that one might think is a great place to visit—but how do I get to live here?

Just think, no earthquakes, no floods, no hurricanes—all this and some of the most fantastic restaurants and entertainment anywhere. (What more can any one ask?)

Gourmet heaven

A visit to Jean Louis Restaurant at Gateway Center is a gourmet experience that matches The Four Seasons in Paris. The glorious menu offers mussels, in a unique wine sauce, which is to die for.

Traditional Moroccan Tajine (spicy lamb sausage, lamb chop in a saffron, cumin and turmeric broth) gives lamb a new twist.

Peruvian escabeche is marinated sea bass with a touch of Peruvian aji broth. A delightful soup sampler is offered. Master Chef Regis Perret is from Peru who immigrated to Paris, and, as they say, the rest to Park City’s advantage is history. Perret fell in love with the area and left the hustle bustle of the big city restaurant stress and settled in Park City to relax and run a restaurant (with his Peruvian/French/ Moroccan infusion) at his own pace. Perret is one chef who really enjoys life. Many more ultimate gourmet main courses are available with a decadent dessert menu and an extended, exciting, excellent wine list. This restaurant is perfection with food and service is flawless. If Zagat hasn’t found Jean Louis Restaurant and Chef Perret, they don’t know what they are missing. The gourmet world-wide bar has been raised.

Wahiso’s is an upscale beautiful Oriental restaurant. Their food is luscious and presented so artistically that the guest almost doesn’t want to disturb the picture presented. The idea of a soup sampler, (an order of little bowls of all the soups on the menu, usually three or four) seems to be catching on and is a delight. Wahiso’s Miso is delicate as is nourishing. Delightful wines are available to add to the lovely ambiance of a fine meal.

Lunch at the Windy Ridge Café is an adventure—their wraps and salads are tasty and filling. Their outdoor dining area is charming and comfortable.

If you are looking for breakfast or lunch, visit the Morning Ray Café— everything from a generous platter of lox and bagels to omelets and eggs as you like them. Great sandwiches, salads, freshly squeezed orange juice and a superb coffee makes this place a real winner. The Morning Ray Café becomes the La Luna Park City’s only Sonoran Mexican restaurant in the mid-afternoon and evening.

Park City offers more than a hundred restaurants that surely must offer good food or else they could not survive the competition.

Then there are the glorious spas.

There are spas galore available to be rejuvenated after a day of skiing in winter or horseback riding, biking, swimming or hiking or flying down a bobsled in summer.

Marc Raymond Wellness Luxury Spa and Salon covers it all with class and can be located in the Chateau Resort Complex. For appointments call 435/647-0500. For more info, visit www.marcraymondsalonspa.com

Papillon the spa at Westgate Park City offers a relaxing atmosphere and well-trained therapists. Call 435/655-22266 for more info visit papillonparkcity@wgresorts.com

The Mountain Body Spa offers green tea facials, as well as ancient stone and massage therapies. They have their own fine line of herbal spa and body products made in Park City. They can be ordered by calling 1-800-417-2365 or you can order online at www.mountainspa.com

If you happen to be in Salt Lake City going to or from continued on page 37