



南加州台灣旅館業同業公會

旅館會刊

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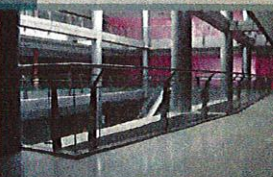
會議室



台階



浴室



長廊



配餐區



壁爐

Hotel Department of HomeCo Group

WMG CONTRACTOR WAREHOUSE

616 S Marengo Ave Alhambra CA 91803

Tel: 626-636-5766 Fax: 626-737-8567

龍虎風雲榜

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The Future is now

by Gerald Wang
President of THMASC

I am really appreciating the opportunity to serve our association for one more term. This year the world is continuing into stagflation. The Sub-Prime crisis is continuing. The Government has to step in to save Fannie Mae and Freddie Mac. Although the oil price is begin to decline but the shortage of produces and global warming effect is keep the cost of the goods high. People has to change their way of living. So as to us have to the change the way we are running our business. As an association we have to help our member to cope with the change. We have to provide update information of lodging operations, technology, marketing, brand management, finance and others to stay with the change, especially demographic of travelers is also changed. Through our newsletter, through our seminar, our training program we have to bringing the expert of different field to show us how to stay, compete with this ever change world. For example with the shortage of energy, we have to look at variable energy option to see how to save on the energy cost. When budget chain of motel 6 group trying to convert their property into a boutique motel what else can we do to keep and stay in the race. Please bear in mind innovation is became a constant in order to stay ahead of the curve of change.

Please put the notes on your calendar for the following tentative program that in the planning stage:

1. 10/08 Double Ten Celebration.
2. 11/05 Seminar
3. 1/16 - 1/18/2009 Director's Meeting for Taiwan Hotel & Motel Association of North America at Baronne Plaza Hotel, Louisiana
4. 1/11/2009 New Year Party
5. 3/09 Training Program
6. 4/09 Youth Group trip to Taiwan (Planning Stage)
7. 4/22/2009 Golf Tournament
8. 5/09 Board Director & Member Meeting
9. 6/14 34th Annual Conference

The detail program will be announced periodically.

Our first seminar for our association would be held at Best Western Ontario Airport, the address is 209 N. Vineyard Ave., Ontario, Ca. start at 9:00 am.

The subject will cover the area of the PMS (Property Management System) covering the front desk check in and check out system, and e-marketing for today's competitive market. I am encourage your participation.

第三十四屆理事名單

| | | |
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| <p>Director 理事 林樹枝 Mr.Mike Lin 1951 Newport Blvd, Costa Mesa, CA 92627 (O)949-650-2999 (F)949-650-2699 Mikelin168@yahoo.com</p> | <p>Director 理事 吳昌瑞 Mr.Andy Wu 2701 Hotel Terrace Dr. Santa Ana, CA 92705 (O)714-957-9200 (F)714-641-8936 cwu@qualitysuites-oca.com</p> | |

會務活動



會務活動



中華民國僑務委員會委員長 吳英毅拜訪本會



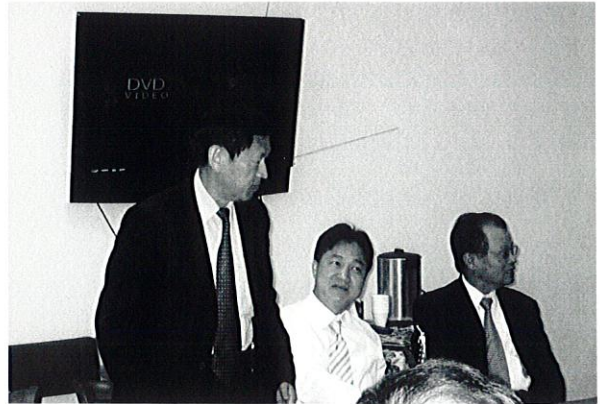
理事長 盧景林致詞

委員長 吳英毅致詞



會長 汪俊宇代表本會歡迎委員長來訪

會務活動



全體參與人員與委員長合影



Seminer 座談會

How to copy with the uncertainty of the economical situation

Date : November 5th, 2008

(日期)

Location : Best Western Ontario Airport

(地點) 209 N, Vineyard Ave,
Ontario, Ca
Tel: 1-909-937-6800

Program: (程序表)

9:00 am - 9:30 am Social hour

9:30am - 10:20am

PMS System and Video Surveillance System (for the Motel owner)

10:20am - 10:30am (Break)

10:30am - 11:30am

(01) How to prevent you property from the "ADA" issues
(02) How to deal with "ADA" lawsuit

11:30am - 12:00 Noon Q&A

12:00 Noon - 1:00pm (Vendor's Presentation and Lunch)

1:00pm - 1:50pm

How to improve your business through e-marketing

1:50pm - 2:00pm

Green Hotel Compliance and Mixed Use development

2:00pm - 2:10pm (Break)

2:10pm - 3:00pm

Hotel Market and opportunities

二、 保險費用（每年九月一日調整一次）

| | |
|-------|-----------|
| 個人 | \$343.13 |
| 個人+孩子 | \$651.95 |
| 個人+配偶 | \$748.02 |
| 全家 | \$1063.70 |

另加\$10手續費每個月。

三、 申請方法

1. 必須是旅館公會會員。
2. 個人填寫申請表。
3. 郵寄或傳真申請表。
4. 繳頭一個月保費。
5. 生效日期，可指定當月或下一個月1號。

四、 付保險費方式

1. 每個月帳單寄到旅館。
2. 旅館開出支票。
3. 每個月20號必須收到支票，否則保險會被取消，一年內不得再保。
4. 退保必須書面通知，不付保費者，不會自動退保，公會會追繳所欠保費。

五、 常問問題

1. 過去有病歷，已經懷孕，年齡超過65歲時，是否可投保？

馬上加入旅館公會成為會員，每年按時繳會費便可申請。

2. 可否只替經理、會計等主要員工申請？

只要你是旅館公會會員，投保人只要個別填寫申請表來申請。

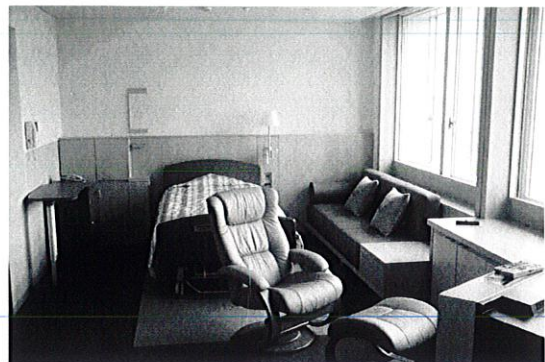
3. 65歲以上是否要退保？

建議最好去申請Medicare，再加上所提供的Senior Plan，就更加完整了。

4. 替員工買保險，對僱主有什麼好處？

可以留住好的員工，增加工作效率，使旅館生意更穩定。可以只替員工付50%，另50%由員工自行負擔，千萬別給員工錢去自己買保險，否則便失去意義。

最後總結，希望大家身體健康，人人都有健康保險。加入旅館公會，支持您的公會。在今天競爭的社會中，為你的員工及自己提供一點點的福利，讓您的旅館生意更興隆，賺大錢。如果有任何保險的問題，請電：626-215-4584 馮先生。



南加州台灣旅館業同業公會

TAIWAN HOTEL & MOTEL ASSOCIATION OF SOUTHERN CALIFORNIA

旅館通訊廣告價目表

HOTEL & MOTEL NEWSLETTER MONTHLY ADVERTISING RATE

| | | | |
|---|------------|---|------------|
| 彩色封面 Front Cover (Color) | \$2,000.00 | 連刊兩期以上優惠價每期 Special for 2 or More Publishing | \$1,500.00 |
| 彩色封底 Back Cover (Color) | \$1,500.00 | 連刊兩期以上優惠價每期 Special for 2 or More Publishing | \$1,000.00 |
| 彩色封面裡 Inside Front Cover (Color) | \$1,500.00 | 連刊兩期以上優惠價每期 Special for 2 or More Publishing | \$1,000.00 |
| 彩色封底裡 Inside Back Cover (Color) | \$1,500.00 | 連刊兩期以上優惠價每期 Special for 2 or More Publishing | \$1,000.00 |
| 黑白內頁全頁 (B/W) Inside Other of Full Page | \$300.00 | 連刊四期優惠價每期 Special for 4 publishing | \$250.00 |
| 黑白內頁半頁 (B/W) Inside Other of Half Page | \$250.00 | 連刊四期優惠價每期 Special for 4 Publishing | \$200.00 |

以上優惠價均需一次付款。

附有廣告訂購表，請將資料填妥後傳真或郵寄：

Taiwan Hotel-Motel Association of Southern California

1045 E. Valley Blvd. #A212, San Gabriel, CA 91776

Tel: 626-280-2207 • FAX: 626-280-2243

ADVERTISING ORDER

COMPANY: _____

NAME: _____

ADDRESS: _____ TEL: _____

FAX: _____

ADVERTISER HEREBY JOINTLY AND SERVERALLY AGREES TO PLACE
ADVERTISEMENT IN HOTEL & MOTEL NEWSLETTER AS FOLLOWS:

| QUANTITY | DESCRIPTION | AMOUNT |
|----------|-------------|--------|
| | | |

PAYMENT IS DUE UPON SIGNING OF THIS CONTRACT.

PLEASE MAKE CHECK PAYABLE TO: T.H.M.A.S.C.

Mail to: 1045 E. Valley Blvd. A212, San Gabriel, CA 91776

十多年來，我和愛妻如同掛名夫妻，各人看守著各一家館，相隔十多里遠。白天不在同一桌上吃飯，晚上不在同一床上睡覺。各人都二十四小時工作，晚上仍然半睡半醒地應付著旅館內外的動靜。

但是，我毅然忍受著艱苦，努力經營下去。還抽空去贊助旅館公會，幫忙同業解決困難。認識很多新朋友，並獲得公會先後贈授三獎狀，我是獲得如此殊榮的極少數會員。

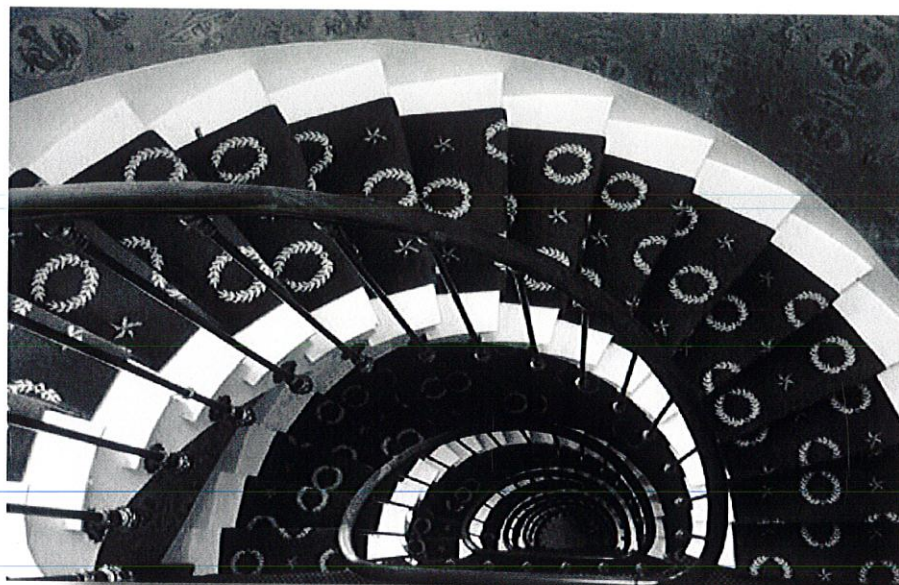
好心有好報，敢打拼便會成功。我掏掏口袋，當年只帶著三萬多元踏進美國。等到明天交出旅館後，我的口袋會裝得滿滿，有養老金、銀行存款、股票投資、退休基金、賣旅館的錢、一家修車廠、二門華宅……約共值數百萬美元。況且，退休後，我不必煩心勞力去二十四小時地幹，那些基金和存款等會自動去再賺錢，每年將有近十萬元的利潤收益。可以享用到我老死，足以奠定餘生的安樂和尊嚴。

我還有名車珠寶貂裘。曾旅遊中國、歐洲和世界各地。曾早晚抽空伏在登記處讀書，記日記，撰散文，寫下工作、生活和人生的經歷，有時寄去報刊發表。

我已資援兒女長大，有一位是博士，都成家立業。我已有孫兒孫女了。

一夜無眠，我躺在小床上，想著想著，慢慢轉移視線去看看檯上掛著的營養執照、工作日曆和各房間的鎖匙。這二十多年來是我體健力強，人生的光輝時代，過得好快好快。我全耗在這小旅館裡，真捨不得離開。

想著想著，一直想到停車場露出曙光。時候到了，我該爬起這張睡了二十多年的小床，把最後一批私人的用具搬上汽車。八點鐘，我要交出這旅館的鎖匙，離開旅館，永遠不再睡回這小床。

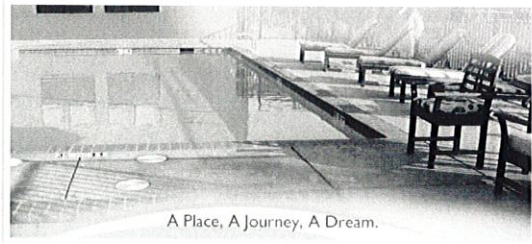




A Place, A Journey, A Dream.



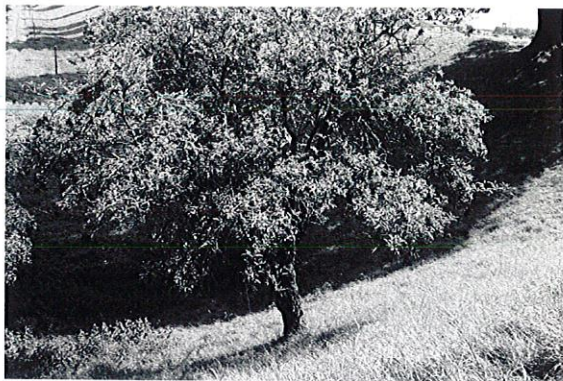
A Place, A Journey, A Dream.



A Place, A Journey, A Dream.

張文毅表示，另有二十幾項新引進的環保項目，例如：湯匙是用玉蜀黍製成的，而有部分的地磚是用全部自然材料壓縮而成；可以在大自然中自然解體，不造成環境污染。而塑膠瓶也被壓擠成「瓶岩」(bottle rock) 作為櫃檯的桌面，員工制服也來自同樣的材料。除此外，游泳池使用的是有益皮膚的生理鹽水；每個房間的廁所有太陽能管系統；「請勿干擾」的牌子以及圓珠筆的筆桿都是用回收輪胎的材料；所有的家具都是回收的材料或布料重新製造，但是色澤鮮豔美觀，毫無回收材料之感；天鵝湖是用農業灌溉的水，而整個景觀也是用滴水系統。

一般人經營旅館追求的是利，而志在擔當環保推手的張文毅，將旅館當成是一種「媒體」來傳達訊息，他想藉此轉換人類思想，通過每一位旅行者到旅館一遊後，瞭解人類生活簡單與萬物互助互濟的重要性。張文毅以勇氣、創意、執著為自己綠色環保旅館的夢想再跨越了一大步，他的最終夢想是將環保旅館推廣到全美國。



保護硬殼蟲的寄生樹— Elderberry Tre



A Place, A Journey, A Dream.

3. Community Property- The California Civil Code defines community property as the property acquired by husband and wife, or either, during marriage, when not acquired as the separate property of either. Real property conveyed to a married person is presumed to be community property, unless otherwise stated. Under community property, both spouses have the right to dispose of one half of the community property by will. This means that the property will potentially be subject to probate.

Tax Planning Tip-At the death of one spouse, the cost basis of both halves (entire 100%) is entitled to be "stepped-up" to the fair market value at time of death. This means the entire capital gain of the real property is erased (free of income tax) at the death of one spouse.

4. Community Property with Right of Survivorship- Community Property of a husband and wife, upon the death of one of the spouses, shall pass to the survivor without administration.

Tax Planning Tip-Strictly from a probate-avoidance and income tax planning standpoint, this method of holding title between husband and wife is the preferred choice since it attains the best of both worlds. "With Right of

Survivorship" essentially means no probate is required. In addition, the "Community Property" feature allows a "double" step-up of cost basis, which essentially eliminates the entire capital gain at the death of one spouse.

The preceding summaries are a few of the most common ways to take title to real property in California and are provided for informational purposes only. There may be significant tax/legal consequences as to the manner in which title is held. We strongly suggest contacting an attorney and/or CPA for specific advice on how you should actually vest your title, including benefits of utilizing Limited Liability Companies and other entities. To evaluate your existing form of ownership, which can easily be corrected, please contact us at (626) 227-2888 or ryan@tywlcpa.com.



This article is written by Ryan S. Wong, CPA, MBT, managing partner of Thong, Yu, Wong & Lee, LLP and former IRS tax auditor. For more information, please visit <http://www.tywlcpa.com>

o Building (passive systems) - Without a doubt the main priority on this project has to be to reduce energy consumption through employing every passive design concept possible into the building designs. If this is what this project is to be "green", it needs to say it around every corner the guest sees. These passive elements should include:

- o Natural Ventilation
- o Natural Lighting / high glass
- o Insulating and reflective glass
- o Deep Overhangs
- o Shading fins
- o Proper Building orientation
- o Daylight Harvesting
- o Light color / Energy Star Roofing
- o Green roof

o Lower U-Value of Envelope - An approach close to what is commonly called "SUPER INSULATION" should be used on this project wherever areas are to be air conditioned. This will assure the building heat gains/losses through the envelope are as small as they possibly can be.

o Demand Ventilation - In large assembly areas that are air conditioned, ventilation air (i.e., outdoor air) will be controlled through CO2 sensors in the space. This assures the energy used to maintain acceptable indoor air quality is at its minimum. During an unoccupied or low occupancy period, the outdoor air to the space will be minimized, thus only cooling the return air to the space. During high density situations, the CO2 levels

in the space will be measured to control the amount of outdoor air being conditioned and delivered to the space.

o Variable Frequency Drives - Any mechanical rotating device should be controlled through an algorithm that makes it run as slow as it possibly can to meet the present needs of the space. Again, this will assure we are using the smallest amount of energy to maintain proper indoor conditions.

o High Efficiency Lighting - The highest of efficiency lighting should be used through out the resort, in both back of house and front of house areas. Considering the continuous rise of energy costs both to the local and global economies; the use of high efficiency lighting is becoming more of a necessity every day. Recent advances in electronic control gear for HID and fluorescent lamps now allow these technologies to be used in an ever greater capacity by allowing unique digital addressing (local control), full range dimming and multiple input voltages. Combine these features with the latest in HID and fluorescent lamp technologies and the resulting fixture becomes an integral addition to high efficiency lighting design. Again, the light quality must be reviewed per application.

o Occupancy Lighting Control - One of the easiest and most effective components of energy management is lighting control. Occupancy sensors for lighting control offer unique advantages to the owner by providing simplified automated control based on actual

o Building Management Systems (BMS) -

There are many benefits to having a resort wide BMS installed. These include scheduling preventative maintenance and better trouble shooting. However, the ability to schedule equipment on and off depending on its occupancy will help reduce energy costs. In addition, specific alternatives will be studied. These will include:

- o Door contact sensors
- o Key card power control system

o Building Commissioning - Commissioning is a systematic process of ensuring that all building systems perform interactively according to the contract documents, the design intent, and the building's operational needs. By establishing sound building operation and maintenance practices and by training equipment operators to observe these practices, commissioning may actually save money by avoiding the costs of poor practices and deferred maintenance. Commissioning also benefits owners' through improved energy efficiency, improved workplace performance due to higher quality environments, reduced risk from threats, and prevention of business losses.

Energy / Category II - "These have reasonable paybacks" These items need to be studied.

o Cogeneration options - There are many options that are available to us with the power generation plant that must be installed. Each option will increase the efficiency of this plant. Analysis will be completed to look at the returns expected from the following:

o Absorption Chillers: Conventional chillers use electricity as the energy source, whereas absorption chillers will use the heat generated in the cogeneration process. While conventional chillers have a compressor and use refrigerants to produce cooling, absorption chillers contain an absorber, generator, pump and heat exchanger, and do not use ozone-depleting substances. The absorption cycle utilizes environmentally friendly working fluids, namely water (refrigerant) and lithium bromide (absorbent).

o Domestic water heating: This is accomplished using the heat recovery system of the cogeneration plant.

o Pool water heating: This is accomplished using the heat recovery system of the cogeneration plant.

o Alternate Fuels: Natural gas and sources other than fossil fuels can be utilized, including biomass and alternate methane fuels, greatly decreasing the pollutants produced by the process.

o Steam turbine chillers: Steam turbine powered chillers offer several advantages over other steam powered (double effect) absorption chillers. Off design point efficiency is superior due to the inherent use of variable speed operation and the space required for installation is less.

It is strongly recommended that this option be studied as the paybacks could be very reasonable.

The heat transfer process would allow us to cool our condenser water and heat the RO water at the same time. If this process was implemented, the cooling towers for the resort could be removed. It is strongly recommended that this option be studied as the paybacks could be very reasonable.

o Central Plant vs. Stand alone Systems -

There is a core area of high density cooling load at this resort that appears to be ideal for a central system. However, a question that needs to be answered is where we should stop the distribution of chilled water. We believe there is a point on the site where central chilled water should stop and stand-alone systems shall be installed. An energy and economic study to determine the best location for this point needs to be completed.

o Thermal Storage - Thermal storage systems allow the big energy users of the cooling systems (i.e., chillers, cooling towers, etc) to operate in the evening. This approach shifts the power usage from periods of peak energy usage to times power generation is at the lowest. Thus allowing the generation power plant and chiller plant to be down-sized.

o Gas Engine Driven Chillers - In-lieu of generating electricity to power a large chiller there is an option is to drive the chillers compressor with a natural gas engine. Additional cost of the gas engine driven chillers can often be recovered through reductions in electrical demand and infrastructure costs. Further more, a "Hybrid" chiller plant (part electric and part gas) will

possibly offer the lowest operating and life-cycle cost of any plant. A life-cycle cost study will be needed to determine the potential pay backs of this system.

o Air Quality Monitoring - Integrated monitoring systems allow the HVAC systems to throttle, control outside air flow, and record fairly accurate air quality measurements. The proposed system uses air sampling tubes and sophisticated sensors that are easily calibrated making collecting this data accurate and worthwhile. The cost effectiveness of such a system should be investigated.

o Radiant Heating / Cooling - Radiant heating has been gaining respect in many cold weather areas of the world because of it's perceived increase comfort levels. Radiant cooling systems are just now starting to be looked at as a viable cooling system in dryer climates. Most recent example is the retail areas at City Center in Las Vegas Nevada. The elimination of large fan energy consumption is driving factor for the use in sustainably designed buildings.

o Low Temperature Air - Low Temperature Air system use supply air temperatures below 50 degrees F. X-nth has experience with such system delivering air at less than 40 degree F. Obvious energy savings come from the smaller air volumes required to condition a load due to the larger temperature difference allowed by the colder supply air. Other benefits in better humidity control in high latent loaded spaces and less materials required because of the smaller air handling units and ductwork.

o Seawater Heat Sink

o Surface seawater intakes

The surface sea water temperature is the key to limit this approach as the primary "green" energy saving. This system will utilize surface sea water temperatures usually between 80-85 degrees F as condenser water in a chilled water application. If enough heat transfer takes place, the need for cooling towers could be eliminated.

o Deep seawater intakes

Deep, cold seawater has long been recognized as a valuable ocean energy resource. A deep sea water air conditioning system has significant environmental benefits: these include drastic reductions in electricity consumption which reduces air pollution and greenhouse gas production, and substitution of simple heat exchangers for chiller machinery which often use ozone-depleting chlorofluorocarbons (CFCs). A sea water air conditioning system has a high capital cost and a low operating cost. Main factors to impact the economic viability of this system includes: distance offshore to cold water in an acceptable temperature range, size of the A/C load, local cost of electricity. Typical depths to obtain water temperatures near 40 degrees F for cooling are near 2000 feet. Both cooling towers and chillers may be removed if this option is taken. However, many jurisdictions will not allow the intake or discharge of any water back into the ocean. Final verification from the government should be obtained before this approach is used.

o Solar cooling - Solar cooling or using solar energy to condition a building may be achieved using two very different techniques - absorption and desiccant cooling. A solar cooling system is typically installed to supplement rather than replace a conventional system. This relationship enables the solar cooling system to provide cooling when conditions are favorable, and the conventional system to maintain the desired conditions outside of these times. The solar cooling has the minimal maintenance, operating and repair cost comparing to the conventional air conditioning system. The capital investment on additional equipment for solar cooling system needs to be analyzed in a life cycle cost study.

WATER:

Water / Category I - "just the right thing to do" Will incorporate into most areas of the project.

o Water Conserving Fixtures - There are new urinals that use 1/8 gallon per flush (gpf) and they should be used on this project. This is considerably less than the 1 gpf which is the current standard. For those people who have a negative view of the waterless urinal, one benefit of these 1/8 gpf urinals is that they still utilize water but reduces the amount considerably.

o Condensate Collection - Condensate can be collected throughout the entire facility via sumps and pumped to a central location for grey water reuse or irrigation. There is quite a large amount of condensate when looking at whole site worth of buildings. The amount of piping required for this collection system needs to be analyzed to verify the cost effectiveness of this approach.

Water / Category III - "In spite of the cost, I just want to do it" Used for special marketing reasons.

o Living Systems - A Living System uses waste water from buildings as fertilizer and acts a filtering system. The water produced can be used for flushing or irrigation. Typically these systems require a large area for a small amount of water filtration. Also, these systems usually want to live indoors, but studies are being done to verify if they can survive outdoors and still produce the same amount of water treatment.

SOLID AND LIQUID WASTE:

Solid and Liquid Waste / Category I - "just the right thing to do" Will incorporate into the project.

o Reduce, Reuse, Recycle and Rethink - The resort's waste should be reduced by the implementation of a four-R principle. All waste streams must be reduced, reused and recycled as much as possible.

o Composting - The process of creating a composting facility, which will help reduce the amount of waste should be implemented. This process will provide natural fertilizer for the resort's grounds.

Solid and Liquid Waste / Category II - "These have reasonable paybacks" These items need to be studied.

o Incinerators - The waste heat stream could possibly be reused as an auxiliary heating source for the domestic hot water system. It is most likely not possible to use this for absorption cooling system where a continuous heating supply is required. If we choose to use incinerators in-lieu of biomass gasification, a study should be completed to verify how much waste heat could be used for heating water.

Solid and Liquid Waste / Category III - "In spite of the cost, I just want to do it" Used for special marketing reasons.

o Living Systems - A living System uses waste water from buildings as fertilizer and acts a filtering system. The water produced can be used for flushing or irrigation. Typically these systems require a large area for a small amount of water filtration. Also, these systems usually want to live indoors, but studies are being done to verify if they can survive outdoors and still produce the same amount of water treatment.

How to Use the Hotel RFP To Save Money and Create Value

By Jim Butler, Hotel Lawyer,
Author of www.HotelLawBlog.com

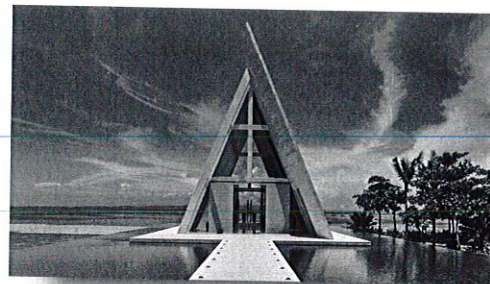
Hotel owners and developers are sometimes surprised to learn that the business and legal terms of the hotel management agreement between owner and operator -- wholly apart from the operator's abilities -- can easily add or subtract 25% of the nominal value of the hotel, or more. That is huge! Take a hotel nominally worth \$10 million: the hotel's value could easily swing from \$7.5 million to \$12.5 million depending on the operator and the management contract terms. (and these numbers are "scaleable")

The Hotel RFP (Request for Proposal) is one of the most successful ways to get the right operator for your project and on terms you can live with!

The Hotel RFP

When we first suggest owner/developer clients use a Hotel RFP, many assume that an RFP is simply a way to put out a notice to operators that they are taking bids. (Wrong!) Others assume we can just provide them with a simple checklist or form that can be used to handle the RFP. (Wrong, again!) Still others are "stuck" on a specific brand or management company that is "perfect" for their property and think an RFP will scare the brand away.

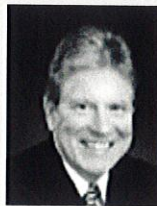
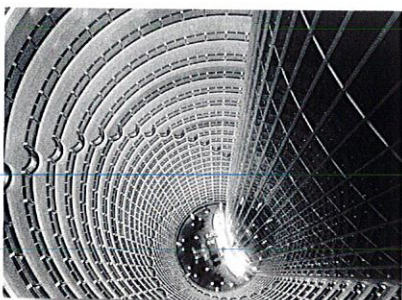
Unlike the RFPs often used in other contexts (to identify the best qualified providers of goods or services at a fair price), the Hotel RFP is a highly interactive process used to strategically position your hotel to get the best operator -- and the best terms -- for your project. In addition to being a "process," the Hotel RFP involves some important documents. Both the process and the documents should be carefully integrated to address all the relevant business, legal and hotel industry issues. At JMBM, we don't pull documents off the shelf, as the Hotel RFP needs to be customized to each project. But the documents are the easiest part of the process, once the all-critical business judgments are formed. (Good advisors don't just document the deal, they should help you get the best deal!)



4. Are there complexities that need to be "sold" or understood? For example, complex ground lease arrangements may deter some bidder interest unless properly explained or "sold" early in the process. Similarly, integration of hotel mixed-use components with complex CC&Rs and contractual arrangements may justify more effort in a multi-step process.

5. Where are we in the economic and the hotel cycles? How competitive is the environment for hotel development and operation? The RFP should recognize the current market situation, and take advantage of the current market realities. This might include understanding which new "brands" or "lifestyle brands" are seeking to establish themselves relatively quickly with aggressive proposals to enter certain strategic markets.

The Hotel RFP is a great tool for developers and owners. The RFP process helps to define your project's critical business issues, as well as define what is special and unique about the property. Ultimately, it will help to attract an operator that shares your vision, an operator that understands that both sides can work together to be successful.



Jim Butler

Author of www.HotelLawBlog.com, is one of the top hotel lawyers in the world. GOOGLE "hotel lawyer" and you will see why. Jim devotes 100% of his practice to hospitality, representing hotel owners, developers and lenders. Jim leads JMBM's Global Hospitality Group -- a team of 50 seasoned professionals with more than \$50 billion of hotel transactional experience, involving more than 1,000 properties located around the globe. Jim and his team are more than "just" great hotel lawyers. They are hospitality consultants, business advisors and deal makers. They can help find the right operator or capital provider. They know who to call and how to reach them. Contact Jim at jbutler@jmbm.com or 310.201.352

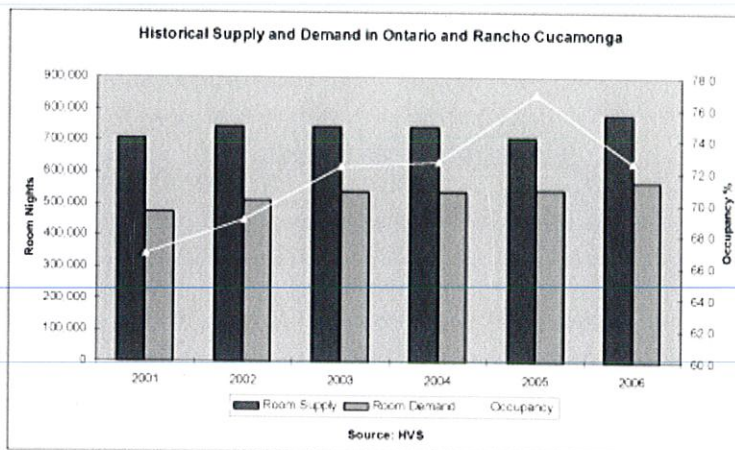
entered its first phase of construction and will ultimately feature 850,000 square feet of Class A office space, 10,000 square feet of retail space, and a 175-room hotel. Such mixed-use office developments, which can incorporate retail, high-density residential communities, office space, and hotels, are experiencing some of the highest success rates. The Inland Empire's industrial market is likewise charged with momentum. As of October of 2007, 16.4 million square feet has been absorbed, and an additional 23.1 million square feet of space was under construction in the third quarter of 2007.

The most active growth paths in the Inland Empire can be found to the east along Interstate 10 in Redlands, and along the Interstate 215 Corridor, a 30-mile stretch between Riverside in the north and Temecula in the south. This is perhaps best evidenced by March Global Port, a 350-acre site located on the south end of the former March Air Reserve Base. One of the region's most dynamic new industrial projects, March Global Port offers over 530,000 square feet of

warehouse space for commercial air cargo and distribution.

Lodging Development Trends

Lodging development has been active throughout the Inland Empire, particularly within its western cities of Ontario and Rancho Cucamonga. From 2005 to 2006, demand in Ontario and Rancho Cucamonga increased 4.1% and supply increased 10.3%. The spike in new supply came primarily from the opening of three new hotels in 2006: the 117-room Courtyard by Marriott, the 122-room Hilton Garden Inn, and the 93-room Holiday Inn Express. Year-to-date figures through June show a near reversal of 2006's trends, as demand increased 6.3% and supply increased 4.7%. Construction began on a 180-room Holiday Inn and a 100-unit Comfort Suites in 2007. The additional supply brought by these hotels is expected to be absorbed over the next two years if no further supply is introduced to the market, and should help the market maintain a stable occupancy trend in the near future.





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Foreword

For many decades, Taiwan has been globally recognized because of its substantial contributions to the world economy through its renowned innovation in engineering and R&D, and producing numerous IT and high tech products which have ranked either first or second globally. This time, as the country opens its doors to new relations and new links across the Taiwan Strait, there are vast opportunities for business and investment that are now available on the island.

In 2008, we ask you to rediscover the New Taiwan and to tap the New Opportunities that now await potential investors. Marking a milestone across the straits, Taiwan invites you to the most significant event of the year - the "2008 Taiwan Business Alliance Conference - New Taiwan, New Opportunities" - which promises to deliver highly dynamic activities that aim to enlighten you on what investment opportunities are fast booming on the island.

The new Taiwan government has widely accelerated the new policy of deregulation in over 25 aspects to enhance the nation's economic capabilities. Various government incentives and plans are already underway, including establishing direct cargo flights, providing more flexible regulations for setting up headquarters or R&D centers, and minimum capital requirement for companies established in the country. Apart from the various business opportunities that are also available within the high tech and service sectors, an infrastructure construction plan called the "Twelve Major Construction Projects in Taiwan" which includes developing an island-wide transportation network, a Kaohsiung Free Trade and Ecology Harbor, and building a Taoyuan International Aviation City, among others, is already in progress to continue attracting investors to invest in these construction projects.

We therefore invite you to be a part of this spectacular event. Through this unique occasion, it is hoped that the 2008 Taiwan Business Alliance marks the beginning of a new and lasting business alliance between Taiwan and the world.

Ushering in a new wave of investment opportunities

With the improved business relations and new links across the Taiwan Strait, various industries are booming while many government plans and projects are underway. Taiwan is all set to turn strategies into action, challenges into opportunities, and promises into reality.

Finance & Insurance Industry

Taiwan is an emerging and dynamic capital market with over 700 listed companies, a US\$734 billion market capitalization, and 219 listed venture capital companies in the Taiwan Stock Exchange. Besides the capability of local banks to expand their business scale and become more internationalized through M&As, Taiwan also boasts more than 32 foreign banks with 114 branch offices throughout the island. With the development of centers for regional funding, asset management, and financial services, Taiwan is aimed at becoming the ideal financial center in Asia Pacific. In order to meet the changing trends and conditions of the insurance market as well as strengthen the business and financial operation of enterprises, various regulations for investments in foreign real estate, securities, and others are also relaxed.

Tourism & Hospitality Industry

According to the Travel & Tourism Competitiveness Report of WEF, Taiwan ranked 7th among Asian countries. There are approximately 90 tourist hotels with over 20,000 rooms and about 3,218 standard hotels including business hotels. In addition, Taiwan offers around 10 large-scaled theme parks and various resorts located throughout the island for entertainment and recreation. The Ministry of Transportation and Communications recently proposed the "Medium-term Construction Plan for Major Tourist Sites (2008-2011)" to bring about investments in 5 major international tourist destinations, namely the Greater Northeast Recreation Area, the Sun Moon Lake-Formosan Aboriginal Culture Village Cable Car and Round-the-Lake Recreation Area, Alishan Highway Recreation Area, private participation in the "Dapeng Bay National Scenic Area" BOT Project, and the development of the Hualien-Taitung Scenic Corridor. With the recent opening of direct cross-strait weekend charter flights between Taiwan and Mainland China, and the relaxing of restrictions on the gambling and gaming industry, Taiwan is set to receive a growing number of foreign enterprises wishing to invest in the country's tourism industry.

Logistics Industry

Taiwan is an ideal global logistics base for the Asia-Pacific region, as its strategic location allows the fastest average shipping and flight time in the region with the lowest and most reasonable costs. In addition, Taiwan is becoming a major procurement center in Asia, with an increasing flow of semi-finished and finished goods from Taiwanese businesses in China and Southeast Asian countries. In order to make the island a major international logistics hub, the Taiwan government offers attractive incentives and benefits in order to draw numerous foreign enterprises and investors to Taiwan. The government has developed 5 Free Trade Zones (FTZs) from Northern to Southern Taiwan, namely Taipei Port FTZ, Keelung Port FTZ, Taichung Port FTZ, Kaohsiung Port FTZ, and Taoyuan Air Cargo Park FTZ. The Council for Economic Planning and Development reported more than 130 enterprises operating in these five zones by the end of 2007. With the opening of more direct links across the Taiwan Strait, the volume of cargos is also expected to increase.



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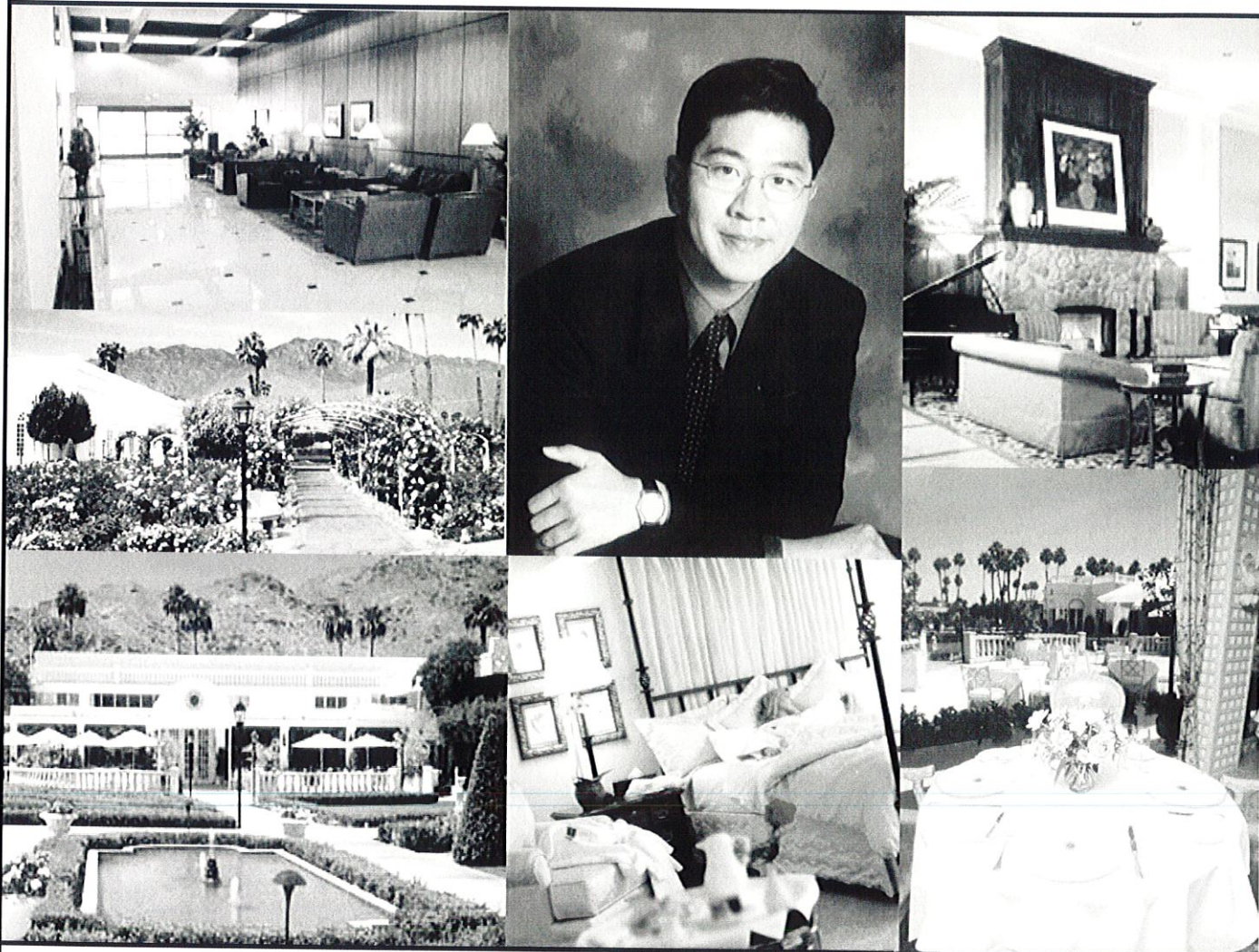
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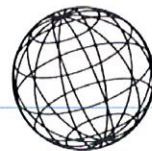
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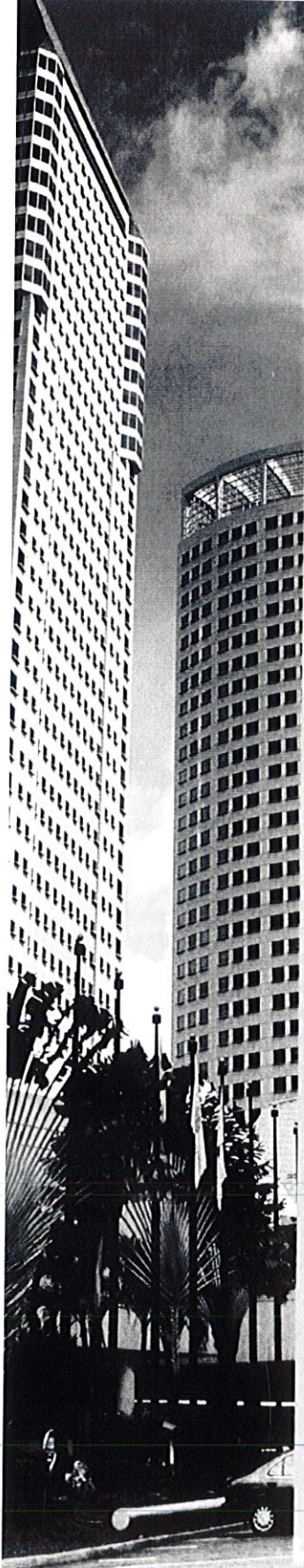
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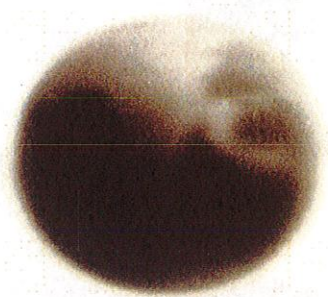
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