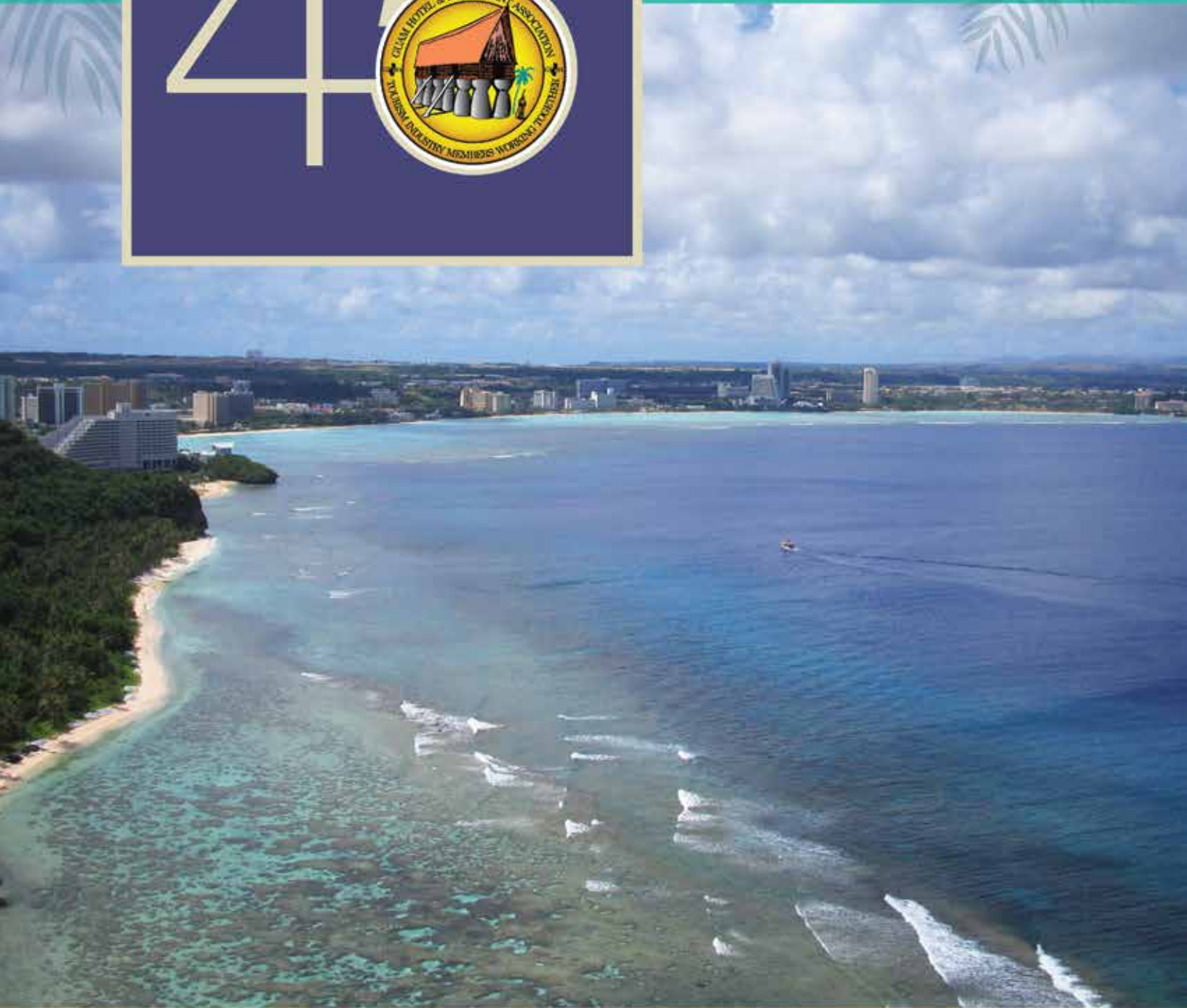


45TH



Guam Hotel & Restaurant Association

45th Anniversary Special

Supplement to the September-October 2017 Guam Business Magazine



GHRA
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Message from the President



Hafa Adai!

In the last 45 years, GHRA has focused on improving business-community relations through its public and private partnerships to serve as a liaison for the tourism industry and advocate issues that govern the conduct of business on Guam. GHRA has helped address government and non-government organizations to better serve its members by staying connected, providing key information and representing the issues with an industry perspective. GHRA continues to explore ways to develop economic growth, sustainability and improve service standards for our island, residents and visitors.

In addition, GHRA has educated members by providing training programs through workshops, seminars, certification courses, and scholarships; supported industry employees through social sports leagues and recognition programs at annual events such as HERO awards, Beyond the Call of Duty for Integrity and Life Saving awards, International Housekeeper's Week, and Gold-

en Latte awards; and coordinated special events for networking and showcasing products such as PHARE, Taste Guam, Industry Night, and the GHRA Social.

Going forward, GHRA will also continue to serve an important role in compliance and regulatory affairs, expand workforce development programs by partnering with the Guam Community College, GCA Trades Academy and Guam Department of Labor, educate members on best practices and industry news, and improve communications while creating new programs and services with its members.

GHRA has helped the industry grow! Guam's tourism has seen arrivals exceed 1.5 million visitors, on-island spending average \$1,150 per person, Hotel Occupancy Tax collect \$37 million, and Gross Receipts Tax grow more than \$50 million. In a recent 2016 exit survey food and beverage spending was at \$42.86 in a hotel and \$92.26 in a restaurant establishment outside a hotel. For hoteliers, Rev-Par grew to \$122.70 with an average room rate at \$165 and 77 percent occupancy.

With record arrivals and an increase in seat capacity, Guam continues to make great strides to diversify its core markets by working with key stakeholders such as airline carriers, general sales agents, wholesale companies, hotels, restaurants, retailers, optional tours and online travel services. Guam has seen Korean arrivals surpass Japan for the first time in history while we have seen several years of decline in the Japan outbound market and new growth in Russia and China diminish. These changes have an impact to the overall landscape in the tourism industry and we will need to work together to address these challenges. It is important to continue building on the successes, but we need to be mindful of the different outcomes that come with diversification that affect the price structure, profitability and differences in purchasing behaviors within each market segment.

Celebrating 45 years of service, GHRA has given back more than \$850,000 in donations through scholarship programs, education and training, safety and security equipment with key government agencies and support for tourism related organizations.

On behalf of the GHRA Board of Directors, Staff and Members, I would like to thank all of our members, public and private partners, island residents, and stakeholders for supporting the tourism industry and GHRA. We remain steadfast in our commitment to serve the community and be the voice for the industry on key issues to build a brighter future and focus on the sustainability, growth and success of tourism on Guam.

Sensaramente,

Mary P. Rhodes

Message from the Chairman



Hafa Adai:

Over four decades of hospitality and service and we are still smiling - smiling as our beautiful palm trees sway; our sea and surf remain as blue as the sky and our visitors keep coming back with family, friends and business associates.

They come to Guam because we build it, service it with our hands, our heads, and our heart. We are 45 years strong, making tourism the number one industry on Guam.

Many of us here witnessed our island grow from one hotel to many, from 123 visitors on the first official airplane of tourists to arrive on Guam back in 1968 to today, when over thousands from all walks of life come to our island.

The percentage of repeat guests keeps climbing from year to year; we are doing something right; our challenge to provide first class service still has room for improvement. Keeping up with modern technology in how we do business is a plus; information travels faster than the traveler today than it did 45 years ago. This is why it is so important to exceed the expectation of our visitors.

To all the members of Guam Hotels and Restaurant Association, I salute you for your excellent service in hospitality.
Biba Guam Hotel & Restaurant Association!

Senseramente,

Joe Blas

Executive Staff



Mary P. Rhodes
President

Roxann Akana-Sanford
Project Coordinator

Jessica Quintanilla
Project Coordinator

Congratulations on your 45th Anniversary, GHRA!



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45 years

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Board of Directors



Mr. Joe C. Blas
Chairman
Assistant General Manager
Hotel Nikko Guam



Ms. Sophia Chu Wigsten
First Vice Chairperson
General Manager
Hyatt Regency Guam



Mr. Jim Herbert
Secretary / Treasurer
General Manager
Triple J Five Star Wholesale Foods Inc.



Mr. Steve Solberg
Hotelier Vice Chairman
General Manager
Outrigger Guam Beach Resort



Mr. Darren Talai
Restaurateur Vice Chairman
President / Owner
International Dining Concepts
dba California Pizza Kitchen



Mr. Edson C. Lai
Allied Industry Vice Chairman
General Manager
Quality Distributors



Mr. Toshi Doi
Board Director
President and General Manager
LeoPalace Resort Guam



Mr. Jeffrey Schweizer
Board Director
General Manager
Fiesta Resort Guam



Mr. Josh Suka
Board Director
Manager
Sea Grill Restaurant



Mr. Bartley Jackson
Board Director
President
Hotel Santa Fe, Guam

Mission Statement

The Guam Hotel & Restaurant Association is a private, nonprofit trade association that began 45 years ago. On Aug. 28, 1972, a small group of hoteliers filed articles of incorporation with the Department of Revenue and Taxation for a new corporation to be known as the Guam Hotel Association, Inc. In 1974, the six-member board (representing the Guam Hilton Hotel, the Cliff Hotel, the Guam Dai-Ichi Hotel, the Okura Hotel, the Fujita Guam Tumon Beach Hotel and the Reef Hotel) amended its bylaws to include restaurants and renamed it the Guam Hotel & Restaurant Association.

In 1992, the association once again revised its bylaws. The following mission statement represents the attitude and philosophy of the association's membership: The Guam Hotel & Restaurant Association will strive to be an active corporate citizen in the community and work with others to improve the overall quality of life on the island of Guam. Its primary purposes are to:

***Promote the highest standards of service and quality in the hotels and restaurants on Guam;
Advocate just legislation and governmental regulations governing the conduct of business;
Improve business-community relations through positive interactions with Guam's citizenry; and
Publicize the value and benefits of the island's visitor industry to the territory's economy.***

GHRA Committees

GHRA has a proud and long history of coordinating industry events and community projects, which are driven by the management and staff, board of directors and committee members. The eight committees play a vital role in addressing issues within its membership and leading the industry with best practices. Committees include:

ENGINEERING & ENVIRONMENTAL COMMITTEE: The mission is to support tourism in Guam by promoting the island as a healthy, safe, clean, and environmentally friendly holiday destination offering quality services to our visitors. This mission will be achieved by addressing environmental, infrastructure, and utility issues on a timely basis; maintaining facilities in excellent and safe conditions; as well as, instilling a sense of pride and quality in employees through superior knowledge of all aspects of engineering and environmental operations.

FOOD & BEVERAGE AND PUBLIC RELATIONS & MARKETING COMMITTEE: The mission is to support tourism in Guam by promoting the island as a friendly, enjoyable and customer service oriented holiday destination offering top quality service to our visitors. This mission will be achieved by offering excellent training to increase employee skills and, ultimately, the service provided to our guests, as well as by fostering superior knowledge of all aspects of food and beverage operations.

EXECUTIVE HOUSEKEEPING COMMITTEE: The mission is to support tourism in Guam by promoting the island as a safe, clean and enjoyable holiday destination for our visitors. This mission will be achieved by maintaining facilities in excellent condition and instilling a sense of pride, quality and professionalism in employees through superior knowledge of all aspects of housekeeping operations.

HUMAN RESOURCES & EDUCATION COMMITTEE: The mission is to foster a sense of pride and professionalism by offering excellent training and networking opportunities among human resources professionals. The committee will provide effective and proactive leadership in responding to global changes, governmental actions and community needs.

SAFETY & SECURITY COMMITTEE: The mission is to proactively participate with the public sector's safety and protection agencies to maintain and strengthen the island's reputation as a safe and peaceful paradise destination. Professional preparedness, conscientious prevention and vigilance, and appropriate response will be continued as the community standard. This mission will be achieved by providing the members' personnel with further employee developmental courses in the committee's fields-of-expertise as well as outsourcing to specialized instructional training. Another, will be in utilizing the physical assets at the members' disposal to the best of its ability. All of which, will result in residents and visitors alike being safer and more likely to return to enjoy Guam's facilities again.

SOCIAL SPORTS COMMITTEE: The mission is to support tourism in Guam by promoting the island as a safe, fun, and enjoyable holiday destination for our visitors. The mission will be achieved by instilling a sense of teamwork and friendship among employees through safe and friendly sports competitions and social interaction.

FRONT OFFICE & RESERVATIONS: The mission is to support tourism in Guam by promoting the island as a friendly, enjoyable and customer service oriented holiday destination offering quality service to our visitors. This mission will be achieved by working cohesively to provide accommodations which meet expectations of visitors; offering excellent training to increase employee skills and, ultimately, the service provided to our guests; as well as, by fostering a sense of pride and quality service in employees through superior knowledge of all aspects of front office operations.



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GHRA *Presidents*



John Salas
1989-1992



Kenneth Carriveau
1992-1994



David Tydingco
1994-2006



Mary L.G. Paulino Rhodes
2006-Present

Past Board of Directors

1972 (Original GHRA Members)

Manfred Toennes, Guam Hilton Hotel Inc.
Shinya Hasegawa, Guam Dai-Ichi Hotel Inc.
Sir Thomas Hambleton, Fujita Guam Tumon Beach Hotel
Minoru Muraoka, Cliff Hotel
Masonori Kobayashi, Guam Okura Hotel Inc.
Wilfred Hagen, The Guam Continental

(Due to limited GHRA records, board member information from 1973 to 1994 is not available).

1995

Erol Miftahittin, Onward Agana Beach Hotel – chairman
David Ying, Hyatt Regency Guam – first vice chairman
Manfred Pieper, Guam Hilton Hotel – secretary
Rizk Saad, SandCastle Guam – treasurer
Ralph Harrison, Pacific Islands Club – vice chair hotelier
Mike Crisostomo, Kurumaya Restaurant – vice chairman restaurateur

1996

Erol Miftahittin, Onward Agana Beach Hotel – vice chairman
David Ying, Hyatt Regency Guam – first vice chairman
Herman Ehrlich, Guam Hilton Hotel – secretary
Rizk Saad, SandCastle Guam – treasurer
Ralph Harrison, Pacific Islands Club Guam – vice chairman hotelier
Mike Crisostomo, Kurumaya Restaurant – vice chairman restaurateur
Steven Kasperbauer, Alupang Beach Club – vice chairman membership

1997

Gerard Guedon, The Parc Hotel – chairman
Herman Ehrlich, Guam Hilton Hotel – first vice chairman
David Ying, Hyatt Regency Guam – secretary
Tsuyoshi Hashiba, Guam Hotel Okura – treasurer
Erol Miftahittin, Onward Agana Beach Hotel – vice chairman hotelier
Jon Gersonde, SandCastle Guam – vice chairman restaurateur
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries

1998

Erol Miftahittin, Onward Beach Resort – chairman
Dorsey Brady, Outrigger Guam Resort – first vice chairman
David Ying, Hyatt Regency Guam – secretary
Robert Fitzner, The Westin Resort Guam – treasurer
Ralph Harrison, Pacific Islands Club Guam – vice chairman hotelier
Mike Crisostomo, Kurumaya Seahorse – vice chairman
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries
Oscar Miyashita, Ernst & Young LLP – board member

1999

Dorsey Brady, Outrigger Guam Resort – chairman
Leilani Kirkes, Aston Inn on the Bay – first vice chairman
David Ying, Hyatt Regency Guam – secretary
Oscar Miyashita, Ernst & Young LLP – treasurer

Ralph Harrison, Pacific Islands Club Guam – vice chairman hotelier
Mike Crisostomo, Kurumaya Seahorse – vice chairman restaurateur
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries
Erol Miftahittin, Onward Beach Resort – board member

2000

Dorsey Brady, Outrigger Guam Resort – chairman
Herman Erlich, Hilton Guam Resort & Spa – first vice chairman
Charles Abbott, The Westin Resort Guam – secretary
Oscar Miyashita, Ernst & Young LLP – treasurer
Bartley Jackson, Pacific Islands Club Guam – vice chairman hotelier
David Alcorn, King's Restaurants – vice chairman restaurateur
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries

2001

Manfred Pieper, Hilton Guam Resort & Spa – vice chairman hotelier
Dorsey Brady, Outrigger Guam Resort – first vice chairman
Bartley Jackson, Pacific Islands Club Guam – vice chairman hotelier
Mike Crisostomo, Kurumaya Seahorse – vice chairman restaurateur
Oscar Miyashita, Ernst & Young LLP – vice chairman allied industries
Steven Kasperbauer, Alupang Beach Club – treasurer
Joe Blas, Hotel Nikko Guam – secretary
Charles Abbott, The Westin Resort Guam – board director
David Alcorn, King's Restaurant – board director

2002

Bartley Jackson, Pacific Islands Club – chairman
Clifford Olson, Outrigger Guam Resort – first vice chairman
Manfred Pieper, Hilton Guam Resort & Spa – vice chairman hotelier
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries
Oscar Miyashita, Ernst & Young LLP – treasurer
Joe Blas, Hotel Nikko Guam – secretary
David Alcorn, King's Restaurant – board director
Brian Artero, Lone Star Steakhouse & Saloon – board director
Jun Ishida, Alte Hotel & Golf Resort – board director
Mustafa Issa, Hyatt Regency Guam – board director

2003

Bartley Jackson, Pacific Islands Club Guam – chairman
Manfred Pieper, Hilton Guam Resort & Spa – first vice chairman
Mustafa Issa, Hyatt Regency Guam – vice chairman hotelier
Steven Kasperbauer, Alupang Beach Club – vice chairman allied industries
Brian Artero, Lone Star Steakhouse & Saloon – vice chairman restaurateur
Oscar Miyashita, Ernst & Young LLP – treasurer
Monte Mesa, Guam Premier Outlets – secretary
Richard Rennie, SandCastle Guam – board director
Clifford Olson, Outrigger Guam Resort – board director
Joe Blas, Hotel Nikko Guam – board director

2004

Manfred Pieper, Hilton Guam Resort & Spa – chairman
Mustafa Issa, Hyatt Regency Guam – first vice chairman
Richard Rennie, Outrigger Guam Resort, OHANA Bayview and OHANA Oceanview – vice chairman hotelier
Brian Artero, Lone Star Steakhouse & Saloon – vice chairman restaurateur
Tom Shimizu, Ambros Inc. – vice chairman allied industries

Joe Blas, Hotel Nikko Guam – secretary
Monte Mesa, Guam Premier Outlets – treasurer
Marie Guerrero, Planet Hollywood – board director
George Lai, Quality Distributors – board director
Yutaka Maruyama, The Westin Resort Guam – board director

2005

Bartley Jackson, Pacific Islands Club Guam – chairman
Mustafa Issa, Hyatt Regency Guam – first vice chairman
Oscar Miyashita, Ernst & Young LLP – treasurer
Marie Guerrero, Planet Hollywood – secretary
Richard Rennie, Royal Orchid Hotel – vice chairman hotelier
Brian Artero, Lone Star Steakhouse & Saloon – vice chairman restaurateur
George Lai, Quality Distributors – vice chairman allied industries
Yutaka Maruyama, The Westin Resort Guam – board director
Tom Shimizu, Ambros Inc. – board director
Charlene Goo, Outrigger Hotels & Resorts, OHANA Hotels & Resorts – board director

2006

Bartley Jackson, Pacific Islands Club Guam – chairman
Richard Rennie, Royal Orchid Hotel – first vice chairman
Oscar Miyashita, Ernst & Young LLP – treasurer/secretary
Charlene Goo, Outrigger Hotels & Resorts, OHANA Hotels & Resorts – vice chairman hotelier
Marie Guerrero, Planet Hollywood – vice chairman restaurateur
George Lai, Quality Distributors – vice chairman allied industries
Yutaka Maruyama, LeoPalace Resort Guam – board director
Frank Liepman, Guam Marriott Resort & Spa – board director
Rizk Saad, Baldyga Group International – board director
Lee Babb, Anheuser-Busch Asia Inc. – board director

2007

Richard Rennie, Royal Orchid Hotel – chairman
Bartley Jackson, Pacific Islands Club Guam – first vice chairman
Oscar Miyashita, Ernst & Young LLP – treasurer/secretary
Jeffrey Schweizer, Fiesta Resort Guam – vice chairman hotelier
Marie Guerrero, Planet Hollywood – vice chairman restaurateur
George Lai, Quality Distributors – vice chairman allied industries
Charlene Goo, Outrigger Hotels & Resorts, OHANA Hotels & Resorts – board director
Rizk Saad, SandCastle Guam – board director
Sophia Chu Wigsten, Hyatt Regency Guam – board director
Lee Babb, Anheuser-Busch Asia Inc. – board director

2008

Charlene Goo, Outrigger Guam Resort – chairperson
Rizk Saad, SandCastle Guam Inc. – first vice chairman
Jeffrey Schweitzer, Fiesta Resort Guam – vice chairman hotelier
Lee Babb, Anheuser-Busch Asia Inc. – vice chairman allied
Brian Artero, Lone Star Steakhouse & Saloon – vice chairman restaurateur
Sophia Chu Wigsten, Hyatt Regency Guam – secretary/treasurer
Joe Blas, Hotel Nikko Guam – board director
Bartley Jackson, Pacific Islands Club Guam – board director
George Lai, Quality Distributors – board director
Richard Rennie, Café Havana – board director

CONTINUED ON PAGE 10

2009

Jeffrey Schweizer, *Fiesta Resort Guam* – chairman
Bartley Jackson, *Pacific Islands Club Guam* – first vice chairman
Rizk Saad, *SandCastle Guam Inc.* – treasurer/secretary
Charlene Goo, *Outrigger Hotels & Resorts, OHANA Hotels & Resorts* – vice chairman hotelier
Brian Artero, *Lone Star Steakhouse & Saloon* – vice chairman restaurateur
Jim Herbert, *Triple J Five Star Wholesale Foods Inc.* – vice chairman allied
Joe Blas, *Hotel Nikko Guam* – board director
Sophia Chu Wigsten, *Hyatt Regency Guam* – board director
Craig Thompson, *MCV Broadband* – board director
Mark Day, *Aurora Resort Villa & Spa* – board director

2010

Bartley Jackson, *Pacific Islands Club Guam* – chairman
Charlene Goo, *Outrigger Hotels & Resorts, OHANA Hotels & Resorts* – first vice chairperson
Rizk Saad, *SandCastle Guam Inc.* – treasurer/secretary
Sophia Chu Wigsten, *Hyatt Regency Guam* – vice chairperson hotelier
Kazunari Endo, *Inhouse Creative Inc.*, vice chairperson restaurateur
Jim Herbert, *Triple J Five Star Wholesale Foods Inc.* – vice chairman allied
Jeffrey Schweizer, *Fiesta Resort Guam* – board director
Brian Artero, *Lone Star Steakhouse & Saloon* – board director
Craig Thompson, *MCV Broadband* – board director
Toshi Doi, *The Westin Resort Guam* – board director

2011

Bartley Jackson, *Pacific Islands Club Guam* – chairman
Charlene Goo, *Outrigger Hotels & Resorts, OHANA Hotels & Resorts*, first vice chairperson
Jim Herbert, *Triple J Five Star Wholesale Foods Inc.* – vice chairman allied
Rizk Saad, *SandCastle Guam Inc.* – treasurer/secretary
Laura-Lynn Dacanay, *First Hawaiian Bank* – board director
Noboru Izumi, *STARTS Guam Golf Resort Inc.* – board director
Jeffrey Schweizer, *Fiesta Resort Guam* – board director
Brian Artero, *Lone Star Steakhouse and Chili's Grill & Bar* – board director
Craig Thompson, *MCV Broadband* – board director
Toshi Doi, *The Westin Resort Guam* – board director

2012

Bartley Jackson, *Hotel Santa Fe Guam* – chairman
Jeffrey Schweizer, *Fiesta Resort Guam* – first vice chairman
Noboru Izumi, *STARTS Guam Golf Resort Inc.* – vice chairman hotelier
Gary Schiff, *Subway Guam/Saipan* – AAFES & NEXCOM Japan Subway – vice chairman restaurateur
Jim Herbert – vice chairman allied
Rizk Saad, *Pacific Dining LLC* – treasurer/secretary
Craig Thompson, *MCV Broadband* – board director
Toshi Doi, *Westin Resort Guam* – board director
Jan-Hendrick Meidinger, *Hyatt Regency Guam* – board director
Laura-Lynn Dacanay, *First Hawaiian Bank* – board director

2013

Bartley Jackson, *Hotel Santa Fe Guam* – chairman
Noboru Izumi, *STARTS Guam Golf Resort Inc.* – first vice chairperson
Laura-Lynn Dacanay, *First Hawaiian Bank* – treasurer/secretary
Toshi Doi, *The Westin Resort Guam* – vice chairman hotelier
Gary Schiff, *Subway Guam/Saipan* – Pacific Region AAFES & NEXCOM Japan Subway – vice chairman restaurateur
Jim Herbert, *Triple J Five Star Wholesale Foods Inc.* – vice chairman allied
Jeffrey Schweizer, *Fiesta Resort Guam* – board director
Jan-Hendrick Meidinger, *Hyatt Regency Guam* – board director
Sudipta Basu, *Baldyga Group* – board director
Ed Lai, *Quality Distributors* – board director

2014

Bartley Jackson, *Hotel Santa Fe* – chairman
Noboru Izumi, *STARTS Guam Golf Resort* – first vice chairman
Gary Schiff, *Subway Guam* – vice chairman restaurateur
Laura Lynn Dacanay, *First Hawaiian Bank* – secretary/treasurer
Jeffrey Schweizer, *Fiesta Resort Guam* – board director
Roy Abraham, *Pacific Star Resort & Spa* – board director
Ilmo Kwon, *Hyatt Regency Guam* – board director
Sudipta Basu, *SandCastle Guam* – board director
Edson Lai, *Quality Distributors* – board director
Jim Herbert, *Triple J Five Star Wholesale Foods* – board director

2015

Bartley Jackson, *Hotel Santa Fe* – chairman
Joe Blas, *Hotel Nikko Guam* – first vice chairman
Roy Abraham, *Pacific Star Resort & Spa* – vice chairman hotelier
Sudipta Basu, *SandCastle*, vice chairman restaurateur
Jim Herbert, *Triple J Five Star Wholesale* – secretary/treasurer
Ilmo Kwan, *Hyatt Regency Guam* – board director
Ken Yanagisawa, *Pacific Islands Club Guam* – board director
Gary Schiff, *Subway Guam* – board director
Edson Lai, *Quality Distributors* – board director

2016

Joe Blas, *Hotel Nikko Guam* – chairman
Sophia Chu Wigsten, *Hyatt Regency Guam* – first vice chairman
Jim Herbert, *Triple J Five Star Wholesale Foods* – secretary/treasurer
Roy Abraham, *Pacific Star Resort & Spa* – vice chairman hotelier
Supdipta Basu, *Baldyga Group* – vice chairman restaurateur
Edson Lai, *Quality Distributors* – vice chairman allied industry
Simeon Miranda, *Outrigger Guam Beach Resort* – board director
Toshi Doi, *LeoPalace Resort Guam* – board director
Darren Talai, *California Pizza Kitchen* – board director

CONGRATULATIONS

GUAM HOTEL & RESTAURANT ASSOCIATION

ON 45 YEARS OF SUCCESS & WISHING YOU
ALL THE BEST FOR THE FUTURE!



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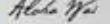
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CHEERS TO 45 YEARS!

*Congratulations to the
Guam Hotel & Restaurant
Association on 45 years of
success and longevity on
our island of Guam.*



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Growing alongside members

With increasing visitors to the island, Guam's tourism dynamic continued to improve with the formation of the Guam Hotel Association Inc. in 1972. According to Dr. John C. Salas, who was a tourism professor at the University of Guam and the organization's first executive director, "GHA was started by a group of hoteliers, mostly Japanese, who would get together monthly to have lunch and discuss matters of importance to them. The following timeline represents the key milestones for the tourism industry.

1967

- **Pan American World Airways** lands on Guam with 109 Japanese tourists.
- **The Cliff Hotel** opens in Hagatna.
- **Guam International Airport** opens.

1968

- **The Fujita Guam Tumon Beach Hotel** opens with 20 units in each of its three buildings.
- **Continental/Air Micronesia** begins flights from Guam to Okinawa, Honolulu and Micronesia.

1969

- **Trans World Airlines** makes an inaugural flight that lands in Guam and continues to Hong Kong.

1970

- **Japan Airlines** begins service to Guam.
- The **Continental Hotel** opens in Tumon.

1971

- The **Guam Dai-Ichi Hotel**, now the **Fiesta Resort Guam** opens with 223 rooms in Tumon.
- **Duty Free Shoppers Ltd.** opens a retail shop in the Guam Dai-Ichi Hotel.
- The world's largest **McDonald's** opens in Tamuning.

1972

- The **Guam Hotel Association Inc.** is established as a private, non-profit trade association. A group of local hoteliers filed articles of incorporation with the Department of Revenue and Taxation.

- The **Guam Hotel Okura**, now the **Lotte Hotel Guam** opens in Tumon with 223 rooms.
- The **Guam Hilton**, now the **Hilton Guam Resort & Spa** opens with 223 rooms.

1973

- The **Country Club of the Pacific** opens in Talofofo. It is now a P.H.R. Ken Micronesia Inc. property.
- **Hafa Adai Lodge** opened with 24 rooms in Maite.

1974

- The Guam Hotel Association Inc. is renamed the **Guam Hotel & Restaurant Association**. In this way it expands the organization to include restaurants, allied and affiliate members and adds necessary vitality to the organization.
- The **ITC Plaza Hotel** opens on the top floor of the ITC building in Tamuning.
- The **Sotetsu Tropicana Hotel** opens in the existing Tumon Sands Plaza in Tumon.
- **Air Nauru** negotiates landing rights on Guam.
- **Freedom Air** launches Mariana Islands flights.
- The Guam Reef Hotel, now the **Guam Reef & Olive Spa Resort**, opens in Tumon.
- **LSG Lufthansa Services Guam Inc.** opens in Guam.

1975

- **KFC Guam** opens on the island.
- **King's Restaurant** opens in Guam.

The restaurant is now part of the GFS group, which includes Ruby Tuesday and Chuck E. Cheese's.

1978

- **Agana Shopping Center** opens.

1980

- **Braniff International** starts service to Guam.
- **Pacific Islands Club** opens in Tumon with bungalows and resort activities. A 32-story tower is added in 1991 and a 27-story tower built in 1999, making it the largest hotel in Guam, with 794 rooms.

1981

- **Northwest Orient Airlines** begins service from Guam to Narita, Japan.
- **Japan Airlines** begins Guam flights.

1982

- **All Nippon Airways** begins charter service to Guam from Japan.
- **Cocos Island Resort** opens off the southern coast of Guam, offering aqua sports and other activities.
- **South Pacific Island Airways** begins Guam Honolulu flights.

1983

- The **Guam Plaza Hotel** opens in Tumon with 508 rooms.

CONTINUED ON PAGE 14

1985

- **Tony Roma's** opens in Guam.
- **Duty Free Shoppers Ltd.** opens a 25-000 square foot store on Chalan San Antonio in Tamuning. The chain is now known as DFS Guam, which does business as T Galleria.

1986

- **Windward Hills Country Club** opens in Yona.

1987

- **Pacific Star Hotel** opens in Tumon, with 436 rooms.
- The **Hotel Sunroute Oceanview**, now known as **Oceanview Hotel & Residences**, opens in Tumon, with 191 rooms.

1988

- **Atlantis Guam**, a subsidiary of Baba Corp., begins operating a 46-passenger submarine.

1989

- **Korean Air** begins service to Guam.
- **Air Niugini** begins service to Guam.
- **Air Mike Express** begins service to the Northern Mariana Islands.
- **Inn on the Bay** opens in Agat, with 70 rooms.
- The first **Subway** restaurant opens in Yigo.

1990

- **Holiday Plaza** opens in Tumon, with 129 rooms.
- **SandCastle** opens in Tumon.

1991

- **Philippine Airlines** begins service to Guam.
- **Thai Airways** begins service to Guam.
- **Japan Asia Airways** begins service to Guam via Saipan.
- **Capricciosa** opens in Guam.
- **Palace Hotel Guam**, now the **Sheraton Laguna Guam Resort**, opens in Tamuning, with 403 rooms.

1992

- **Guam PIA Marine Hotel Condominiums** open in Tamuning with 202 rooms.
- **Hatsuho International country Club**, now **STARTS Guam Golf Resort Inc.**, opens with 27 holes and the 62-room Hatsuho Green Park Hotel.
- The **Onward Agana Beach Hotel** opens with 285 rooms.
- The **Talofofo Golf Resort** opens.
- GHRA revises its bylaws and mission statement.
- **Hotel Nikko Guam** opens in Tumon, with 500 rooms.
- The **Tumon Bay Capital Hotel** opens, with 62 rooms.

1993

- **Alupang Beach Tower** opens with 138 luxury condominiums.
- **Leo Palace Resort** opens in Manenggon Hills, with 345 rooms.
- **Hyatt Regency Guam** opens in Tumon, with 138 rooms.

1994

- The 18-hole **Guam International Country Club** opens in Dededo.
- **Jamaican Grill** opens in Chamorro Village in Hagatna.

1995

- **Asiana Airlines** begins service to Guam.
- **Lone Star Steakhouse Guam** opens in Tamuning.

1996

- The **Westin Resort Guam** opens in Tumon, with 420 rooms.
- The **Parc Hotel**, now **Holiday Resort & Spa Guam** opens in Tumon with 252 rooms.
- **Guam Airport Hotel** opens in Tamuning, with 51 rooms.
- The **University of Guam International Tourism** program is created.
- **Target Golf** opens in Tamuning.

1997

- The **Grand Plaza Hotel** holds a grand re-opening, after it was demolished in the 1993 earthquake, with 124 rooms.
- **Ladera Tower** opens in Mangilao with 218 suites.
- **Public Law 23-136** is introduced requiring tour operators to be certified via classes at Guam Community College. The law is signed Oct. 24.
- **Guam Premier Outlets** opens in Tamuning.
- **Acanta Mall** opens in Tumon.

1998

- **Sherwood Resort Guam** now the **Verona Resort & Spa** opens in Tumon, with 335 rooms.
- **Imperial Suites Hotel** now **Wyndham Garden Guam** opens in Tamuning, with 142 rooms.
- **Santa Fe on the Bay**, now **Santa Fe Hotel**, opens in Tamuning with 112 rooms.

1999

- **China Airlines** begins service to Guam.
- **Calvo Enterprises Inc.** and the government of Guam unveil the **Two Lovers Point** park.
- **Pleasure Island** opens in Tumon, featuring **Underwater World Aquarium** and **Sam Choy's**, what is now **Sea Grill Restaurant** and retail outlets.
- **Outrigger Guam Resort** opens in Tumon with 600 rooms.
- **Royal Orchid Guam Hotel** opens in Tumon, with 204 rooms.

2000

- **TGI Fridays** opens in Tumon.

2003

- **Hard Rock Café Guam** opens in Tumon.

2004

- **Cold Stone Creamery** opens in Tamuning.
- **Days Inn**, now **Palmridge Inn**, opens in Barrigada, with 131 rooms

2006

- **Tumon Bay Lobster & Grill** opens in Tumon.
- **Restaurant Proa** opens in Tumon.

2008

- **Chili's Grill and Bar** breaks ground at Guam Premier Outlets.
- **California Pizza Kitchen** opens in Tamuning at the Holiday Resort & Spa.

2009

- **Meskla** opens in Hagatna.
- **Port of Mocha Coffee House** in Guam.

2010

- **Churrasco Brazilian BBQ and Salad Bar** opens in Tumon.
- **Jin Air** begins service to Guam from Korea.

2011

- **Table 35** opens in Tamuning.

2013

- **Mosa's Joint Restaurant** in Guam.

2015

- **Dusit Thani Guam Resort** opens with one third of its 419 rooms and several features.
- **Air Busan** begins service to Guam.
- **T'Way Air** begins service to Guam from Korea.
- **CRUST** opens in East Agana.

2016

- **Cebu Pacific** begins service to Guam.
- **HK Express** begins service to Guam.



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Raising standards and promoting the industry

Employees of the hospitality industry are at the forefront and serve as the backbone of the industry when it comes to building an unforgettable experience for our visitors that keeps them coming back. GHRA recognizes the importance of building the morale of these individuals and does so through events that showcase and promote the quality of services they provide. These events also celebrate the companies who go above and beyond to deliver excellence.

GHRA's annual events bring the hospitality community together to create networks and lasting friendships. From social sports to industry night, events are designed to cultivate a sense of pride within the industry and to encourage members to celebrate their successes and commitment to the industry. In 45 years, GHRA has introduced several events including Taste Guam, Pastries in Paradise, Jingle Bell Run 5k and Agradesi along with the following programs that remain in existence today:

HERO Awards

Every year, GHRA and the Guam Visitors Bureau hold the Hospitality Employees are Outstanding (HERO) Awards to recognize exceptional individuals who excel in their trade, exude warm hospitality, deliver quality service, and showcase pride in all their efforts to give our visitors the best Guam experience. Categories include:

- Hafa Adai Spirit
- Rookie of the Year
- Middle Management
- Supervisory
- Non-supervisory
- Life Saving
- Integrity

Golden Latte Awards

Each year, GHRA hosts an annual gala and recognizes key individuals and companies during the Golden Latte Awards in partnership with the Guam Visitors Bureau. The awards recognize employees and companies who exhibit exemplary effort in delivering the highest standards of service while promoting new programs and facilities in the tourism industry. Categories include:

- Most Outstanding Tourism Facility
- Most Outstanding Tourism Promotion
- Most Outstanding Optional Tour
- Hafa Adai Spirit – Business
- Golden Latte – Individual
- Golden Latte – Hotelier
- Golden Latte – Restaurateur
- Golden Latte – Allied

Industry Night

Industry Night gives members an opportunity to send front and back of the house employees to a fun night to socialize, experience new products, exhibit skills (e.g. bartending competition) and enjoy a night of drinks, entertainment and great company with industry employees. The event is designed to feature discounted drinks, promotional giveaways and other benefits for industry employees.

Keep Guam Clean

In partnership with the Japan Guam Travel Association, GHRA hosts an annual beach cleanup where volunteers from its membership come to-

gether to clean Tumon's entire shoreline and the roadside along San Vitores Road. Over the years, GHRA and JGTA have also planted trees and flowers in Tumon and at the A.B. Won Pat International Airport, Guam to leave a lasting impression for our visitors during their stay on Guam and to help get industry members involved in keeping Guam clean.

PHARE

The biannual Pacific Hotel and Restaurant Expo gives industry members an opportunity to showcase their products and services to hotels and restaurants in a two-day event. The exhibitors feature the latest in technology, new innovations and creative concepts that are geared towards food service, operations, guest services, telecommunications, marketing and other vital services in the hospitality sector. With more than 2,000 in attendance from the general public and industry professionals, PHARE offers access to product displays, taste testing, exhibitions, training, and competitions (e.g. culinary, bartending).

GHRA Social

The GHRA Social is a fundraising event that brings industry members together to network, socialize and support the operations of the GHRA office. The event is designed to help GHRA continue providing services to its members and the community, which provide the necessary funding to support programs, events and advocacy efforts that help shape and drive the tourism industry. With 200 in attendance, the event features products from member distributors.

GHRA Sports

GHRA works with different organizations to manage four sports leagues including softball, basketball, volleyball and bowling. The games bring industry members together and help solidify a sense of teamwork and friendship amongst employees through safe and friendly sports competitions and social interaction that create lasting bonds and boost employee morale. Proceeds raised by the leagues go toward providing equipment and improvements to the facilities that are utilized through the Department of Parks and Recreation or Mayor's Office.

GHRA Gala

The annual GHRA gala dinner is one of the longest running black tie events on Guam that is highly attended by tourism professionals and truly unique with its different themes, outrageous décor, fun entertainment, exquisite food, open bar with premium beverages, and exciting raffle prizes. With more than 400 guests, proceeds of the event benefit GHRA's programs to cultivate a skilled workforce.

Tourism Cup

The Tourism Cup, formerly the Tournament of Champions and Governor's Cup, raises funds to support safety and security programs including training, equipment and supplies for industry employees and government agencies responsible for ensuring Guam is a safe destination. GHRA has awarded more than \$350,000 in 25 years as one of the best golf tournaments with donations to the Guam Police Department for the beach patrol and Tumon Precinct, Guam Fire Department for search and rescue equipment and supplies, Department of Parks & Recreation for lifeguard equipment, and the American Red Cross for CPR/First Aid/AED, Basic Water Rescue and Lifeguard training. With more than 200 players, the Tourism Cup is the only flighted medal play tournament that sends its winners to Saipan to play in the Tournament of Champions.

International Housekeeper's Week

The Executive Housekeeping Committee recognizes more than 80 Most Valuable Housekeeping Employees from member hotels and hosts a special event to celebrate the companies and housekeepers within the industry who are essential in accommodating our more than 1.5 million visitors. During the gala, the employees receive a Legislative Resolution, awards and prizes. Featuring more than 800 employees, proceeds of the event benefit the housekeepers. The gala features live entertainment, awards ceremony, photos and skits by housekeepers that showcase their singing, dancing and acting skills.



Beach Cleanup



GHRA Gala



GHRA Social



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2017 LeoPalace HERO Award Winners and Nominees



2016 HERO Awards HAP Coin Sabrina Garcia From Dusit Thani Guam "Rookie of the Year" winner



2017 HERO Award Winners



Perla Mendiola of LeoPalace 2017 HERO "Non-Supervisory" Winner



Paul Ofalla Jr. from Hilton 2017 Hero Awards "Supervisory" winner



2017 HERO Awards



The LT signed a proclamation for International Housekeeping Week



Legislative Resolution with Vice Speaker Terlaje and Senator Lee recognizing GHRA and JGTA for the Keep Guam Clean effort in 2017.



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Legal and Regulatory Initiatives

For 45 years, GHRA has served as the liaison and advocate for the tourism industry and its stakeholders with a unified voice. Acting as a catalyst, GHRA plays a crucial role in ensuring its members stay informed on bills, laws and issues that have an impact on businesses. GHRA works closely with local and federal government agencies, elected officials, the administration, and media to improve business-community relations and share important information on the business climate and market conditions of the industry.

GHRA has supported various pieces of legislation that affect the industry such as the development of the Guam Farmer's Coop and new facility in Dededo; funding for sports tourism, Tourism Education Council, Guam Museum, Tumon Waste Water Study, Tumon Flooding projects (Phases I-III); Tourism Attraction Fund capital projects and a moratorium on non-tourism related projects; and expanding the Visa Waiver program to include China and Russia. Over the last two decades, GHRA has worked heavily on the following key legal and regulatory issues:

The minimum wage, tip credit

In 2007, the federal minimum wage was increased \$.50 each year for three years. Businesses had to adjust to these changes, right size operations and increase prices.

In 2014, Bill No. 312-33 proposed to raise Guam's minimum wage from \$7.25 to \$10.10 in the next three years. GHRA firmly opposed the bill. Amendments were made and the bill was passed into law with a \$1 increase changing the wage from \$7.25 to \$8.25. GHRA fought hard to get the legislature to approve a separate, but related bill requiring an Independent Economic Study (IES) be completed to better understand the impacts of the \$1 increase before any future wage increases be considered. The IES requirement was also passed into law before the \$1 increase went into effect.

In 2016, the legislature sought to increase the minimum wage before the completion of the IES. GHRA staunchly opposed the bill and implored the senators to complete the IES requirement.

In late 2016, the IES was completed and results were published.

In late 2016, the legislature introduced Bill 20-34 to increase the minimum wage. GHRA, Guam Chamber of Commerce and Guam Contractors Association began working with the sponsor of the bill to consider amendments and a more comprehensive approach.

In 2017, GHRA held dozens of meetings with industry stakeholders, members and elected officials to present the recommendations voted by the GHRA membership as proposed amendments to Bill 20-34. The bill is currently being amended and will need another public hearing. The proposed amendments include:

- increasing the minimum wage from \$8.75 per hour by January 1, 2018 and \$9.20 per hour by January 2, 2019 over two years in two tiers;
- not allowing a minimum wage increase to \$10.10;
- introduce a youth wage for 14 through 17 year olds employed at \$7.25 per hour by January 1, 2018;
- re-establish the tip credit wage at a minimum wage rate not less than \$7.25 for any employee who customarily and regularly receives tips or gratuities from patrons or others and can establish records of tips or by the employee's declaration for Federal Insurance Contributions Act (FICA) purposes for each pay period. Employees cannot receive less than the minimum wage for all hours worked. If the tips actually received by the employees combined with the wages paid by the employer do not at least equal the minimum wage, the

employer must make up the difference;

- invest in workforce development and coordinate government resources to increase vocational studies and training opportunities as a means to provide skill sets so that entry level employees can command wages well above the minimum wage.

Regulation, Permits, Fees, Licenses, and Certifications

In 2005 - 2006 Natasha Protection Act was introduced as Bill 16. Although GHRA supported a safe and healthy environment for employees and guests, the bill identified and discriminated against restaurants, meeting facilities and hotels as the primary target for the ban on smoking. The bill was passed into law in 2006 with some amendments.

In 2007, GHRA worked with several stakeholders and senators on language for rezoning and relocating specifically defined adult entertainment facilities into M1 Light Industrial and M2 Heavy Industrial Zones. By relocating these facilities, the businesses can be better monitored and policed for the sole purpose of improving regulation and enforcing the laws with concerns for public order, safety and health. After years of discussing the language and holding roundtable discussions with GHRA and tourism stakeholders, the bill was discontinued due to lack of support from senators to get it passed into law.

In 2008, GHRA supported Bill 360 to allow Japan licensed cosmetologists and professionals to practice their trade on Guam, which requires specialized skills and experience in the wedding market.

In 2010, Bill 389 was introduced to increase the legal drinking age and limit the hours of selling and serving alcohol. GHRA supported to repeal and reenact Section 3414 of Article 4, Chapter 3, Title 11 of the Guam Code Annotated relative to the Hours of Sale for Alcoholic Beverages. The reduction of hours impacted the businesses that serve and sell alcoholic beverages. The legal drinking age was raised to 21 and establishments had to close at 2 p.m.

In 2012, the allied health board considered changes to the rules and regulations for practicing massage and massage therapy. GHRA attended several meetings with sponsors of the bill, but there was little support at the legislature to pass the bill into law.

In 2013, the Responsible Alcohol Server and Seller Act was introduced and GHRA met with the sponsor of the bill, stakeholders and the ABC License Board to make amendments. After several years and amendments, the bill was passed into law in 2015. The rules and regulations were never promulgated by the ABC License Board,

CONTINUED ON PAGE 22

which caused a delay in the implementation affecting the dates for training and expiration of existing cards. GHRA worked closely with the ABC License Board and Compliance division to ensure proper implementation by getting GHRA and its 40+ trainers to be approved trainers using TiPS on Guam.

In 2016, the Department of Public Health proposed Rules and Regulations Governing the Issuance and fee increases of sanitary permit fees, which would take place over a three-year period. The fee schedules were not reasonable and justified. After extensive deliberations with GHRA, the introduction of the bill was cancelled until further notice.

In 2010, the legislature passed legislation regarding ultra low sulfur diesel (ULSD) fuel engines. Bill 414-30 (COR) addresses concerns allows for ULSD to be sold on Guam effective January 1, 2011. GHRA was in favor of Bill 414-30.

Labor

In 2016, the White Collar Federal Exemption Rule was introduced by the Department of Labor Defining and Delimiting the Exemptions for Executive, Administrative, Professional, Outside Sales and Computer Employees under the Fair Labor Standards Act (FLSA). The Federal court put a stay on the ruling and therefore delayed its implementation date.

In 2016, the Guam FMLA was amended to include new language to the FMLA laws and allow sick leave for other family members. The Guam FMLA changes were effective December 2016.

Taxes

In 2003, the legislature and administration increased the Gross Receipts Tax (GRT). GHRA called for the repeal of the GRT increase retro-active to March 1, 2003. The business community worked together to successfully get the repeal approved.

In 2007, GHRA worked with the Committee to Keep Guam Working to gather signatures and collect oral and written testimonies from thousands of members to object to tax increases. Instead of increasing taxes, the legislature and administration agreed to look at improving collections at the Department of Revenue & Taxation. GHRA served on the committee.

In 2007, GHRA opposed Bill 74 which became P.L. 2902. GHRA argued that the legislative process was fast tracked and the passage of the bill did not have any cost justifications or economic impact analysis. Later, GHRA went on record during the budget bill process in 2008 opposing additional increases in fees and taxes that equated nearly \$50 million in 2007. The Legislature did not pass the budget bill in 2008 with any additional tax increases and required that any new fees would go through the appropriate processes in the future (e.g. AAA process).

Gambling

In 2008, a gaming initiative was introduced as Proposition A on the ballot. GHRA opposed the measure and the initiative failed in the referendum.

Qualifying Certificate program

In 2001, GHRA supported the Qualifying Certificate program of the Guam Economic Development Authority as an economic incentive to entice investors into Guam.

In 2015, the Qualifying Certificate program was expanded to in-

clude a special program for the expansion of existing hotels or investment in new hotels to add more rooms in the luxury market.

Fees directed at hotels

In 2009, GHRA did not support Bill 51 which sought to add a \$3.00 surcharge on each hotel room rented each day on Guam as a dedicated source of funding for grants, loans, and other sources to support cultural and historic facilities. GHRA encouraged and challenged the Government of Guam to look at existing sources of funding. The bill did not pass into law.

In 2015, GHRA strongly opposed Bill 160-33 which would require a \$2 Marine Conservation Fee to be levied on visitors per occupancy per night stay and add new permit and fee requirements for marine operations. GHRA was successful in amending the bill to remove the fees before it passed into law.

In 2016, GHRA adamantly opposed Bill 359-33 Hotel Worker Health Insurance Act, which would require hotels and other lodging facilities to provide qualified health benefits for all their employees and their dependents. GHRA fought against the measure and successfully defeated the bill and prevented it from being a referendum on the general elections ballot.

Safety in the Industry

In 2003, Hand Billing was introduced to safeguard Guam's image as a safe and family oriented destination.

In 2003, the Hotel Occupancy Tax (HOT) was created as a new fund based on the room charges collected monthly in a hotel and lodging house is 11 percent of the rental price charged or paid per occupancy per day. The rate for a registered bed and breakfast is four percent of the rental charged or paid per occupancy per day.

In 2006, the Legislature introduced Bill 156 calling for an increase in the hotel occupancy tax from the current 11% to 13% effective September 1, 2006. GHRA successfully defeated the bill.

2011, OSHA established an Alliance Agreement with GHRA to serve as a resource and bridge the industry by keep its members informed and trained with OSHA courses to ensure compliance and increase the employees' understanding of hazard analysis, accident prevention and control.

In 2011, GHRA partnered with the Guam Environmental Protection Agency to provide training on new pesticide regulations for basic training A, B and C. Public Law 30-197 updated Guam's pesticide regulations after 30 years and went into effect October 2011. Workshops, trainings and certifications were completed for thousands of industry employees.

In 2013, GHRA and the Guam Fire Department conducted fire safety audits to establish fire lanes, fire connections and emergency access for each member hotel.

In 2014, the Legislature passed into law the Responsible Alcohol Server & Seller Act requiring all employees with an ABC license card to attend responsible beverage training with an approved institution by the ABC License Board. GHRA worked closely with the legislature to make amendments to the bill for portability, improved access to trainers and longer terms for the license.

In 2015, GHRA was in support of updating the definition of hotel, lodging and bed and breakfasts to include short and long term rental facilities, which will allow the Department of Revenue & Taxation to recognize Air B&B and vacation rentals as an approved lodging facility on Guam, which is subject to the appropriate taxes including

HOT, GRT, and other fees in order to attain occupancy permits and insurance, to ensure Guam is a safe destination.

In 2015 and 2016, GHRA educated the business community, media and government agencies on the existing law regarding Lifeguards on beach front property, which only requires hotels and other persons using beach front property commercially for recreational purposes to employ full time certified lifeguards from 9 a.m. to 6 p.m. daily (e.g. PIC Guam).

In 2016, Proposed Rules and Regulations governing the issuance of sanitary permits included changes to the fee structure and the type of employees who will need health certificates. Implementation dates have been extended until further notice

Right to Work, Worker's Choice

In 2001, GHRA worked closely with the Committee To Keep Guam Working on the Right To Work and prevented a repeal.

In 2009, GHRA strongly opposed Bill 20 which would force employees pay a fee to unions. GHRA supports an individual employee's right to choose whether they want to join a union or not. Bill 20 was unsuccessful and did not pass into law.

Military Build Up

In 2007, 2010 and 2015, GHRA met with the congressional delegation (CODEL) on Guam and several federal partners to express its support for the Military Build Up. GHRA has served on the Civilian Military Task Force and USO Advisory Council. GHRA was a key member of the group of organizations who traveled to DC to meet with elected officials to gain support and funding for the Military Build Up for Guam in the National Defense Authorization Act. GHRA has shared concerns about the environment, impact to Guam's resources and infrastructure, timing of military exercises, labor issues including H-2B program, and opportunities to consider the Visa Waiver program for Russia and China for Guam.

In 2016, the H-2B visa issue has affected Guam and many industries most especially construction. Various efforts have been made to discuss the denial rates and labor issues with the local and federal government agencies including the Secretary of State, Department of the Interior, Department of Homeland Security, Armed Forces, and U.S. Citizenship and Immigration Services.

Happy 45th GHRA!



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Giving back to the community

The Guam Hotel & Restaurant Association has made it a priority to develop the workforce by offering training programs and employee recognition based on employees' need to improve skills and services that benefit the visitors, employers and tourism industry. The focus on standard excellence, warm hospitality and leadership within each of the departments and business sectors help raise the level of service on Guam.

Over the last 45 years, GHRA has supported a number of scholarships at a variety of institutions offering employees practical learning experiences within different market segments and hospitality environments in destinations such as Japan, Hawaii, Australia, and the Philippines. The scholarship program-focused on major functional elements of hospitality management, operations and specific training (e.g. culinary, rooms division, concierge, banquet services) to further enhance the depth and scope of the employees' knowledge and skills in the hospitality industry.


Scholarship recipients would spend a week or two weeks in hospitality courses and get immersed in the culture with the people and environment at the following educational institutes:

- Technical and Further Education (TAFE) and James Cook University in Cairns, Australia

- Hawai'i International Hotel Institute (HIHI) in Honolulu, Hawaii
- Yoka Yoka program at the ASO College in Fukuoka, Japan
- International School of Culinary Arts and Hotel Management (ISCAHM) in Quezon City, Philippines

Marie N. Guerrero says the opportunity to attend the Leadership Development and Motivation Class in 2001 at the Hawaii International Hotel Institute was not only educational, but motivational. She says, "It was a great experience. That experience led me to be the person I am today. It added to the foundation of who I've become in the business community." Once a USDA Registered Apprentice with GHRA, Guerrero is now CEO of B&G Pacific, co-owner of Three Squares restaurant and co-owner of Everything Guam. Guerrero has also served as a board member of GHRA for several terms.

In addition to scholarship programs, GHRA raises funds for additional training, workforce development and support for government and non-government organizations that are responsible for promoting tourism and ensuring Guam as a safe destination. GHRA has raised more than \$850,000 and has spent it wisely and spread it widely to the organizations listed below:

 <h2>GHRA Donations</h2>	
■ Training (e.g. American Red Cross)	\$12,000
■ Scholarships (e.g. ASO College, ISCAHM, TAFE)	\$254,862
■ Guam Police Department / Guam Fire Department	\$352,000
■ GCC, TEC, UOG, GVB, ARC	\$117,752
■ MCA, Pro Start and Lend-A-Hand	\$57,914
■ Beyond the Call of Duty	\$12,175
■ Tourism Awareness Group, Rotaract, Track/Field Guam USO, Guam Junior Golf Association	\$44,921
TOTAL CHARITABLE CONTRIBUTIONS to date*	\$851,624

Mary Rhodes
GHRA
© August 11, 2017

*Donations do not including special events, member programs, grants, and training fees.

Training, development and certification

Tourism 2020

The Guam Visitors Bureau and GHRA included workforce development as part of its objectives for the sustainability of the tourism industry by 2020. With increasing visitor arrivals, the quality and skill sets of industry employees are critical issues that need to be addressed especially without a large pool of skilled workers and a high turnover rate. It costs approximately \$6,000 to recruit, hire and train a new employee, so improving retention is vital. To prepare for 2020, GVB and GHRA recognize that more than 2,500 jobs will be required as part of the tourism growth.

GHRA will continue to work with GCC and GDOE on focusing on its tourism programs, which average more than 500 tourism students out of a population of 12,000 high school students. The students enroll in courses offered through the National Restaurant Association's ProStart program and American Hotel & Lodging Association's Lodging and Management Program. The goal would be to target the students who do not move on to post-secondary education and are more interested in employment. GHRA plans to introduce START, which is a short-term certification course that focuses on bridging the gap for young adults who graduate from high school and need a job, who don't graduate from high school and need to get their GED and a job and those who are unemployed and need a job. START serves as an excellent workforce development program.

GHRA is committed to developing a more skilled workforce, lower employee turnover rate, improve service standards, offer continuous training, and promote socio-economic benefits of working in the tourism industry. We can fill the job gap once we begin offering more certification programs for employees in the industry and/or potential employees. GHRA works closely with AHRD and GDOL on promoting regular employment opportunities in a centralized database system, but more needs to be done to promote the jobs and create pathways to careers. There are different opportunities within AHRD and GDOL to optimize resources and extend the reach into the community. GHRA is interested in becoming more actively engaged to synch services and pool together the resources necessary to be effective and efficient, which will produce greater results for Guam.

Apprenticeship program

GHRA has been an employer sponsor of the USDA Registered Apprenticeship Program since 1986 has less than 30 apprentices enrolled from the tourism industry out of 500 apprentices on Guam. GHRA would like to increase the enrollment and participation for incumbent employees who want to pursue a pathway to a career by enrolling as an apprentice and getting the skills necessary to move up in the learning continuum.

Apprenticeship is a proven solution for recruiting, training and retaining employees. For employers, it provides a pipeline of skilled workers in industry-related programs that meet the employer's need for increased productivity, additional skill sets, a better employee, and advancement opportunities. For employees, it provides training that rewards different levels of accomplishment throughout the duration of the program, combines industry-specific classroom instruction with on-the-job practical training.

Training and certification

Training and certification are a large part of GHRA's workforce development plan. Providing learning opportunities to improve and build an employee's skill set is a worthwhile investment, but it is a long term solution that will take some time to gain momentum. If the overall goal is improving the service standard and guest satisfaction, then GVB and GHRA need to ensure that the industry employees are trained and educated to provide

the level of service expected by the employer and ultimately the visitor.

Throughout the year, GHRA offers multiple courses that are made available to all levels of employment. GHRA's training programs and certifications have different rates for members and non-members and are available for different types of employees such as new hires, front line, supervisory, middle management, and executive positions. Training topics include customer service, management, marketing, languages, cultural awareness, emotional intelligence, teamwork, coaching, motivation and technical training (e.g. human resources, forklift operations, OSHA required courses). As a member of the American Hotel & Lodging Association and National Restaurant Association, GHRA has access to industry training programs, certification programs, discounted books and training materials, a library of resources, and other industry related documents.

Pre-apprenticeship program

GHRA is interested in representing one of the key industries in creating a Pre Apprenticeship Recruitment Pipeline for tourism and has been seeking grants with the Department of Labor's Pre Apprenticeship Recruitment Pipeline Initiative. GHRA would like to expand its training programs to include PARPI with a focus on early recruitment for youth and adult populations. As part of the learning continuum, PARPI should play a key role to address the much needed alignment of sustainable recruitment programs from the youth in the high schools and unemployed adults using a more direct approach to promote the trades and key industries. GHRA is committed to helping job seekers, employees and employers by providing key training programs in order to develop and maintain a sustainable workforce and strong tourism industry.

As a non-profit organization, GHRA maximizes the value-cost trade-off because of its ability to offer training programs through grants. The education and training programs are aimed to provide individuals with the skills needed to increase performance and service standards, create and save jobs, and provide basic skills, hard and soft skills and job-specific skills in the industry.

AHLEI's premier workforce training program is Skills, Tasks, and Results Training (START) program. START is ideal for prospective candidates or workforce trainees who do NOT have access to on-the-job training. The curriculum calls for hands-on learning where they can perform job tasks. Each course contains information about job breakdowns, position-specific knowledge and a skills validation checklist, which can be referred to during on-the-job training in a work setting. With successful completion of the course and passage of the exam, AHLAEI and GHRA will provide the student with a Certification that is recognized nationally by the tourism industry and demonstrates proficiency of a job skill and shows employers that a person is well trained. The upside for employers is the company will receive a skilled worker with the qualified credentials to perform the job and improve overall quality.

According to AHLA, START is a flexible, inexpensive training and certification program for in-demand hospitality positions. The program presents concise skills instruction that shows participants how to perform key tasks correctly and consistently, along with training in the soft skills needed to be successful in a hospitality career. START can be taught in either a 12-week or two to four week time-frame. The 12-week program prepares those ready to go straight from the classroom and into the workforce with a selection of (12) entry-level lodging positions. At the end of the 12 weeks, the student will need to choose one program to be tested in for a certification by AHLEI. The full program introduces a general foundation of lodging opera-

tions while promoting a long-term career pathway that would include further education and training. The two to four-week mini program consists of a 40-hour curriculum that stackable and narrows the focus to only five key entry level positions including Front Desk Representative, Guestroom Attendant, Maintenance Employee, Kitchen Cook, and Restaurant Server. GHRA can offer two courses with one trainee for a total of 80-hours in a 4-week period to give a more focused training program based on the individual person's interests for a job and future career in hospitality. This is a good program for someone who is specifically interested in a career.

There are different opportunities within the unemployed sector categories where there are barriers to entry for work, which a good percentage of the population are eligible for or already receiving government support services. AHRD has programs in place for these services through WIA and Wagner Peyser funding. To optimize resources and extend the reach into the community, GHRA will need to work on synching services with the system that already exists.

In addition to START, GHRA wants to create a workshop to educate students who are in their Sophomore or Junior year of post-secondary education to provide training, education and certifications by the time they are a senior. GHRA can hold workshops during two days in banquet and meeting rooms simulated as retail spaces, transportation companies, optional tour company, a restaurant, and three key divisions within hotel management including front desk and reception, and food and beverage. The simulated rooms will serve as different career tracks which students will go through and get practical hands on experience to gain a better understanding of the operations in the industry. At the end of two days, the attendees will be split into two categories. Seniors will attend a job fair immediately after the workshops and Juniors will be given opportunities for a paid one-year internship to be served during the senior year. This work experience will help the individual decide on future plans to either go into the workforce

or into a post-secondary education program. Similar models are known as pre-apprenticeship. This will serve as Guam's first pre-apprenticeship program, which is key to introducing on the job training before graduating from high school and can serve as an important step for employers to have more experience with the student while assessing whether or not the student would be a good candidate for the apprenticeship program. This is an important element to create the relationship between the student and the employer and as a precursor to the three-year apprenticeship program.

Job fair

GHRA regularly hosts job fairs that are open to the public to give the local community an opportunity to seek positions in the tourism industry. Representatives from hotels, restaurants and various industry members host booths where residents can view and inquire about open positions. The event conveniently places job listings at a one-stop venue for those looking for employment so they are able to see their options and directly apply for various jobs. The job fairs can partner with UOG and GCC to recruit students and graduates from the tourism programs.

First Aid/CPR/AED, Basic Water Rescue and Life Guard Training

GHRA raises funds through the annual Tourism Cup to pay for safety and security programs, including training with the American Red Cross. The ARC has several trainers responsible for First Aid/CPR/AED training as well as Basic Water Rescue and Life Guard training. GHRA has been focusing on programs that benefit industry employees and provide the necessary certifications required of the job in safety and security. These are necessary skill sets required of the job in the event guests need assistance or are distressed in an emergency. Ensuring Guam is a safe environment, it is essential for employers and employees to acquire all safety and security requirements of the job.

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