



# Integrated Country Strategy

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American Institute in Taiwan

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## 1. Chief of Mission Priorities

Taiwan is a democratic role model and a vital partner of the United States. The U.S.-Taiwan relationship is a key partnership for maintaining regional security, increasing economic prosperity, and establishing a rules-based order that advances freedom, openness, and democratic governance, all of which are key elements of the EAP Bureau's Joint Regional Strategy (JRS). The American Institute in Taiwan (AIT) plays a central role in managing this broad, deep, and complex relationship, as well as serving the needs of the large American expatriate community. While the unofficial nature of our relationship continues to present some challenges to achieving our objectives, the close partnership we enjoy with Taiwan and the importance Taiwan attaches to its relationship with the United States present real opportunities to expand our cooperation with Taiwan in the coming years.

AIT's top priority is serving and protecting U.S. citizens while strengthening U.S. security and economic interests. Some 79,000 U.S. citizens are on island on any given day, and this number continues to grow. Taiwan's relatively high risk of natural disasters and regional unrest creates a challenging crisis-management environment, requiring a whole-of-mission approach to strengthening our readiness posture. At the same time, as Taiwan is unable to sign on to the Vienna Convention on Consular Relations or any of the Hague Conventions, additional ad-hoc agreements are needed to secure appropriate consular protections. Though Taiwan is a member of the Department of Homeland Security's Visa Waiver Program and Global Entry – a testament to Taiwan's commitment to border security – Taiwan's inability to access Interpol law enforcement and stolen document databases creates potential vulnerabilities.

The United States is committed to preserving peace and stability in the Taiwan Strait and protecting Taiwan's democracy. Since the inauguration of President Tsai Ing-wen, cross-Strait relations have cooled as Beijing suspended official communication channels and increased pressure on Taiwan to accept its "one China" position. The United States will continue to urge both sides to engage in constructive dialogue and adopt policies that lower tensions. Consistent with the Taiwan Relations Act and our "One China" policy, we will maintain our commitment to deter coercion and make available to Taiwan defense articles and services necessary to maintain a sufficient self-defense capability. We will also urge Taiwan to devote adequate resources for defense and assist Taiwan in enhancing its asymmetric and innovative defense posture.

AIT will work with interagency partners to strengthen our nonproliferation and law enforcement cooperation with Taiwan and seek opportunities to expand cooperation on disaster response, humanitarian assistance, and law enforcement information sharing. Taiwan is a frequent target of hostile cyber intrusions, threatening trade and military secrets as well as posing risks to the development of its digital economy. AIT will continue to strengthen political, regulatory, law enforcement, military, and private sector cybersecurity cooperation. We will also continue to urge Taiwan to continue to play a constructive role in reducing tensions in the

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South and East China Seas and to resolve territorial disputes with other Asia-Pacific claimants through peaceful means according to international law.

In 2017, Taiwan was the United States' 11th largest trade-in-goods partner and the United States was Taiwan's second largest trading partner. AIT will push to remove remaining market access restrictions on some U.S. agricultural exports, as well as promote regulatory reforms that would facilitate Taiwan's transition to an innovation-based economy. AIT will also play a leading role in encouraging Taiwan firms to increase direct investment in the United States and to form export-oriented joint ventures with U.S. small and medium-sized enterprises. To follow through on Taiwan's commitments made in the U.S.-Taiwan Trade and Investment Framework (TIFA), AIT encourages Taiwan to make market-friendly regulatory reforms that align with advanced international standards.

In the context of the Global Cooperation and Training Framework (GCTF), AIT will continue to work with Taiwan to host international capacity-building events highlighting Taiwan's contributions across a wide range of global issues. Under the Digital Economy Forum (DEF), AIT works closely with Taiwan to bring the economic relationship into the digital age, to reinforce cybersecurity cooperation, and to promote women's entrepreneurship and startup cooperation. The International Environmental Partnership (IEP) enables U.S. and Taiwan experts to offer other foreign partners new solutions to pressing global environmental problems. AIT will remain actively engaged with Taiwan authorities to strengthen export controls of sensitive technologies, enforce existing sanctions against North Korea, Iran, and other states of concern, and highlight Taiwan's role as a model in sanctions implementation. We will also promote cooperation between U.S. and Taiwan high-tech industries to protect their intellectual property, ensure secure supply chains, and retain skilled workers.

AIT will continue to lead U.S. interagency efforts and work with likeminded countries to expand Taiwan's role in the world community. China remains determined to circumscribe Taiwan's engagement with the outside world, presenting challenges and threats to Taiwan's prosperity and democracy as well as to regional security. Taiwan's inability to participate meaningfully in most multilateral institutions increases Taiwan's isolation and deprives these institutions of the valuable contributions Taiwan could make in addressing global health, civil aviation safety, cybersecurity, cross-border crime, and environmental concerns. Taiwan has long demonstrated that it is an important and responsible member of the international community. We remain committed to Taiwan's meaningful participation in international organizations such as Interpol, the International Civil Aviation Organization (ICAO), the World Health Organization (WHO), and the UN Framework Convention on Climate Change (UNFCCC). We strongly support Taiwan's full membership in international organizations for which statehood is not a requirement, such as APEC, the Internet Governance Forum, and the Global Entrepreneurship Network. Taiwan is a regional leader in environmental protection and combating pandemic diseases and a strong partner in promoting women's empowerment and combating trafficking in persons. It also plays an important role in promoting human rights and supporting regional and global

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humanitarian assistance and disaster relief efforts. AIT will continue to seek opportunities to enable Taiwan to expand the sharing of its expertise and resources in these and other areas.

The United States and Taiwan share a commitment to democracy, human rights, and the rule of law. These values and the institutions that protect them are at the core of our security, political, and economic engagement, as well as our expanding people-to-people ties. AIT is well positioned to support efforts by Taiwan authorities and civil society to further strengthen its institutions. Improved governance, more professional media reporting, and an informed civil society that constructively contributes to political discussions will better enable Taiwan to serve as an influential democratic model for the region and beyond. AIT will also continue to work closely with Taiwan to protect its democracy and free press through enhancing media literacy and combatting misinformation online.

Shared values and robust people-to-people ties have helped ensure that the Taiwan public is positively disposed towards the United States and most of our key policy priorities. We should not, however, take Taiwan's affinity for the United States for granted, particularly as an increasingly assertive China focuses greater attention on influencing key constituencies in Taiwan. Competition for students, tourists, and business is intensifying from China, the EU, and elsewhere. This competition, combined with Taiwan's low birth rate and a range of other factors, has resulted in a likely decline in future years in the number of Taiwan students who pursue university degrees in the United States. AIT will expand public outreach to youth and student audiences through traditional and social media to promote education opportunities to counter the decline. AIT will also promote increased tourist and business travel to the United States.

Highly visible, effective, and efficient diplomacy is essential. Critical to our efforts, and reflecting our strong ties and long-term commitment to Taiwan, AIT plans to relocate to a new, larger office complex in the fall of 2018.

Taiwan is a model for other countries in the region, and strong U.S. support for a democratic, open, economically prosperous, and confident Taiwan is in our national interest. Continued robust U.S.-Taiwan relations are particularly important as the region faces ever-more complex security threats, environmental challenges, and China's increasingly negative influence. Sustained commitment, leadership, and resources will allow AIT to further strengthen the U.S.-Taiwan relationship and leverage Taiwan's ability to exert a positive regional influence.

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## **2. Mission Strategic Framework**

### **Mission Goal 1: Enhance and Sustain Regional Stability**

**Mission Objective 1.1:** Taiwan adopts policies that strengthen its self-defense capabilities and promote cross-Strait stability

**Mission Objective 1.2:** Increase Taiwan's capability and willingness to respond to regional and non-traditional security challenges, including humanitarian assistance and disaster relief, promoting good cybersecurity practices and protecting against disinformation

### **Mission Goal 2: Advance U.S. prosperity and Taiwan's economic growth and regional economic integration**

**Mission Objective 2.1:** Strengthen and grow trade, travel, study, and investment relationships based on transparent, rules-based, open market architecture, creating U.S. jobs and enhancing U.S. competitiveness

**Mission Objective 2.2:** Taiwan transitions to a more dynamic, sustainable, and broadly innovative economy, improving opportunities for the Taiwan people and showcasing Taiwan as a democratic, market-based role model

**Mission Objective 2.3:** Taiwan is more integrated into a free and open Indo-Pacific regional economic architecture, increasing economic and regional security through diversified free, fair, and reciprocal trade and investment relationships

### **Mission Goal 3: Cultivate Taiwan's standing as an open, responsible, democratic role model and vital, trusted partner of the United States willing to contribute to the international community, with a public positively disposed toward the United States**

**Mission Objective 3.1:** Ensure the Taiwan public views the United States as the partner of choice in the region, and remains confident of U.S. commitment to Taiwan

**Mission Objective 3.2:** Expand Taiwan's opportunities to share its expertise with and learn from the international community to address global challenges

**Mission Objective 3.3:** Increase Taiwan's meaningful and substantive participation in international organizations and mechanisms

### **Mission Goal 4: Protect U.S. border security interests and U.S. citizens abroad by enhancing law enforcement cooperation and consular services.**

**Mission Objective 4.1:** Increase our capacity to protect the welfare of U.S. citizens in Taiwan

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**Mission Objective 4.2:** Enhance protection of the United States by securing and facilitating legitimate travel, and by continuing to strengthen the capability of law enforcement partners

**Management Objective 1:** Adopt integrated IT and administrative platforms mandated globally (where consistent with the Taiwan Relations Act and AIT's non-profit status, along with other federal laws and regulations) to increase efficiency, improve customer service, and reduce costs

**Management Objective 2:** Utilize AIT Building Fund monies to reduce leasehold expenses, replace leased representational residences, and meet AIT long-term staff housing needs

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### 3. Mission Goals and Objectives

#### **Mission Goal 1: Enhance and Sustain Regional Stability**

**Description and Linkages:** This mission goal aligns with statutes of the Taiwan Relations Act, codified to “help maintain peace, security, and stability in the Western Pacific.” The White House’s inaugural National Security Strategy released in December 2017 also explicitly states that “We will maintain our strong ties with Taiwan in accordance with our ‘One China’ policy, including our commitments under the Taiwan Relations Act to provide for Taiwan’s legitimate defense needs and deter coercion.” AIT efforts strive to strengthen Taiwan’s self-defense capability and seek to expand cooperation on traditional and non-traditional security challenges. This mission goal also aligns with EAP JRS goal 1 to enhance security at home and abroad through strengthened U.S. ties with allies and partners, and its objectives to increase the security capabilities of regional partner a variety of security challenges. The United States has a broader interest in peace throughout the Indo-Pacific region, and stability in the Taiwan Strait contributes to this goal.

#### **Mission Objective 1.1: Taiwan adopts policies that strengthen its self-defense capabilities and promote cross-Strait stability**

**Justification:** The United States has a deep and abiding interest in peace and stability in the Taiwan Strait. With the inauguration of President Tsai Ing-wen in 2016, cross-Strait relations have cooled as the PRC has suspended official communication channels and increased pressure on Taiwan to accept its “one China” construct. Beijing refuses to renounce the use of military force against Taiwan, and China’s military strength relative to Taiwan’s continues to grow. We will continue to demonstrate our commitment to the U.S.-Taiwan relationship through public statements of support for Taiwan, senior-level visits, and close security cooperation - including the continued sale of defense articles mandated under the Taiwan Relations Act - while also urging Taiwan to allocate appropriate funding for defense. In doing so, we will bolster Taiwan’s confidence to engage Beijing and help the Tsai administration to resist domestic pressure to respond to PRC actions in ways that would increase tensions. This objective supports the EAP Bureau’s objective of increasing the security capabilities of one of our Asian regional partners and its confidence in the USG commitment.

#### **Mission Objective 1.2: Increase Taiwan’s capability and willingness to respond to regional and non-traditional security challenges, including humanitarian assistance and disaster relief and promoting good cybersecurity practices and protecting against disinformation**

**Justification:** In addition to supporting stable cross-Strait ties and bolstering Taiwan’s credible self-defense capability, AIT will work with interagency partners to support the EAP Bureau’s security goals by continuing our nonproliferation and law enforcement cooperation with Taiwan and expanding our cybersecurity and humanitarian assistance and disaster relief



cooperation. Taiwan has made great strides in these areas, but would benefit from greater U.S. engagement in addressing these challenges. With territorial claims in the South and East China Seas, Taiwan is involved in some of the most contentious territorial disputes in the Asia-Pacific. AIT will continue our interagency efforts to advocate that Taiwan, like all other claimants, rely on peaceful means to resolve disputes, align its claims with international law, and avoid steps that raise tensions in order to prevent miscalculations that could undermine peace and stability in the region

**Mission Goal 2: Advance U.S. prosperity and Taiwan's economic growth and regional economic integration**

**Description and Linkages:** The strong U.S.-Taiwan economic relationship has been one of the pillars sustaining regional stability for many years. Taiwan is an important trading partner for the United States, with a developed market that welcomes and relies on U.S. imports and investment. Taiwan is also a critical supplier of component parts, especially semiconductors, to the global supply chain, as well as a top partner to U.S. businesses and institutions that research, develop, and utilize advanced innovations in technology, science, and medicine, among other fields. Pursuant to the goals for U.S. prosperity identified in the December 2017 National Security Strategy, AIT aims to address the persistent U.S. trade imbalance with Taiwan by increasing U.S. goods exports and reducing regulatory and market access barriers. AIT's cooperation with Taiwan on shared interests in the digital economy and cybersecurity will help protect the U.S. National Security Innovation Base and support the Indo-Pacific Strategy. Encouraging Taiwan's integration into international economic organizations will reinforce its adherence to their common principles and foster a more competitive Taiwan economy. AIT's efforts across all these areas will foster a more resilient and prosperous Taiwan that will benefit broader U.S. interests in the Indo-Pacific region.

**Mission Objective 2.1: Strengthen and grow trade, travel, study, and investment relationships based on transparent, rules-based, open market architecture, creating U.S. jobs and enhancing U.S. competitiveness**

**Justification:** The U.S.-Taiwan economic relationship has grown significantly in recent years, and Taiwan was the United States' 11th largest trading partner in 2017. U.S. exports to Taiwan remain strong and the United States is a top destination for Taiwan investors. There exists additional potential within our economic relationship to grow trade, travel, entrepreneurship, and investment opportunities. AIT promotes U.S. exports to Taiwan, encourages increased Taiwan investment in the United States, expands startup and entrepreneurship cooperation, and seeks Taiwan's adoption of international standards and increased regulatory transparency and predictability, which will create new opportunities for U.S. business. AIT can assist Taiwan to maintain its status as a qualified partner in the U.S. Visa Waiver Program. AIT will also build on the positive existing U.S. connections and influence in Taiwan and parlay these connections

into support for the Secretary's "MissionOne" goals of supporting and protecting U.S. citizens overseas.

**Mission Objective 2.2: Taiwan transitions to a more dynamic, sustainable, and broadly innovative economy, improving opportunities for the Taiwan people and showcasing Taiwan as a democratic, market-based role model**

**Justification:** Taiwan, facing regional and global pressures, is transitioning from a manufacturing-based economy to a more innovation-driven one that aims to succeed in the 21st century's competitive, knowledge-based markets. U.S. policymakers and stakeholders have relevant experience to offer Taiwan's economic planners and industry leaders as they work to remake Taiwan's economy in a way that meets expectations for growth and sustainability, while protecting Taiwan's traditional electronics and semiconductor industries from China's market-distorting practices. AIT can facilitate cooperation and information-sharing, enabling Taiwan to conduct its economic transition in a way that generates greater economic opportunity and reinforces open markets. As our 11<sup>th</sup> largest trading partner, top 10 purchaser of U.S. agricultural goods, and top 10 sender of foreign students to the United States, Taiwan's continued economic prosperity and ability to sustain this robust trading relationship is in the U.S. interest. Taiwan also shares U.S. values of free and open markets and democratic governance; Taiwan's economic success demonstrates to its neighbors in the Indo-Pacific these standards are the best pathway to stability and prosperity.

**Mission Objective 2.3: Taiwan is more integrated into a free and open Indo-Pacific regional economic architecture, increasing economic and regional security through diversified free, fair, and reciprocal trade and investment relationships**

**Justification:** Taiwan faces an increasingly competitive regional and global market in which its traditional strengths in high-volume, advanced technology manufacturing are no longer sufficient to ensure economic success. As Taiwan reforms its domestic economy, it also seeks entry into regional and global trade arrangements that can help it achieve a more competitive posture. We can continue to explore ways for Taiwan to deepen its role in arrangements such as APEC where it already plays a valuable role. AIT can also reinforce Taiwan's efforts to diversify its economic ties in ways that promote economic security.

**Mission Goal 3: Cultivate Taiwan's standing as an open, responsible, democratic role model and vital, trusted partner of the United States willing to contribute to the international community, with a public positively disposed toward the United States**

**Description and Linkages:** Taiwan is one of the most vibrant democracies in the region and as a credible partner with considerable soft power, Taiwan can help the United States promote democratic institutions and norms, fair and reciprocal trade, and the rule of law as the best model for the Indo-Pacific region in the twenty-first century. U.S. interests are thus served by highlighting Taiwan's success to the international community and facilitating opportunities for

Taiwan to share its lessons learned and best practices with fledgling or struggling democracies in the region. The National Security Strategy calls for maintaining strong ties with Taiwan; a commitment that is, in part, strengthened by a recognition that Taiwan is located on the front lines of promoting democratic norms. This Mission Goal further fulfills all four objectives found in Goal Five of the Joint Regional Strategy, as it contributes directly to a rules-based order in the Indo-Pacific that advances democratic governance.

**Mission Objective 3.1: Ensure the Taiwan public views the United States as the partner of choice in the region, and remains confident of U.S. commitment to Taiwan**

**Justification:** Taiwan is a vibrant democracy with a free press, an independent judiciary, a strong civil society, and respect for human rights. Nevertheless, Taiwan's democracy is relatively young, and its international isolation has made it difficult for Taiwan to share its democratic experience and values regionally and globally. By partnering with local authorities, academic institutions, political parties, and civil society, AIT will support Taiwan's efforts to continue strengthening its democratic institutions and independent judiciary and become a stronger leader for democracy, rule of law, and respect for human rights globally. These actions support the EAP Bureau's goal of strengthening democratic governance and civil society to increase the dignity of all people in the region. With transparent and responsive governance, an active and engaged civil society, youth participation in politics and civil society, and increased media professionalism, Taiwan will continue to transform into a more mature democracy and ever more willing and capable partner of the United States. Continued engagement with the people of Taiwan to promote travel, tourism, and study in the United States will also strengthen the public's understanding of and support for the United States and AIT's central role in facilitating the U.S-Taiwan relationship.

**Mission Objective 3.2: Taiwan shares its expertise with and learns from the international community to address global challenges, increasing international awareness of Taiwan's contributions to global society**

**Justification:** As an advanced economy and vibrant democracy, Taiwan has developed strong capabilities to take a leadership role in addressing key global challenges such as humanitarian assistance and disaster relief, combatting trafficking in persons, and promoting public health and environmental protection. The U.S. and Taiwan have long-standing cooperation on environmental issues, and have leveraged this expertise to help others in the region understand and begin to address their own environmental challenges. Taiwan disaster response capabilities are also well-known and respected throughout the region. Taiwan's annual domestic HA/DR has consistently attracted more regional interest, and Taiwan is poised to further develop its role as a regional hub for disaster response expertise by hosting training and conferences on HA/DR topics. Taiwan has also maintained its Tier One ranking in the Department of State's annual Trafficking in Persons report for seven consecutive years and is increasingly able to serve as a regional model for combating TIP and protecting human rights.

Taiwan's response to these key transnational issues aligns with U.S. goals in the region, and AIT will continue to assist institutions and support policies that address these global challenges.

**Mission Objective 3.3: Increase Taiwan's meaningful and substantive participation in international organizations and mechanisms**

**Justification:** Beijing's efforts to restrict Taiwan's international space and dictate the terms of its participation in international organizations have only intensified since President Tsai's election. As a vibrant democracy and major economy with a strong civil society, Taiwan has a great deal of expertise and experience to contribute to addressing global challenges. The United States will continue to support Taiwan's membership in international organizations that do not require statehood and meaningful participation in organizations where membership is not possible. While we remain committed to Taiwan's participation in UN-related organizations such as the World Health Organization (WHO) and International Civil Aviation Organization (ICAO), we will also urge Taiwan to focus on substance and build its reputation by contributing to resolving regional and global challenges and advancing international norms through other international organizations.

**Mission Goal 4: Protect U.S. border security interests and U.S. citizens abroad by enhancing law enforcement cooperation and consular services**

**Description and Linkages:** Taiwan is home to some 62,000 U.S. citizens, the majority of whom are dual nationals. The United States now ranks as the 5th highest source of tourists to Taiwan, the only country in the top ten outside of Asia. The number of U.S. citizens in Taiwan continues to increase. In 2017, approximately 79,000 U.S. citizens were on island on any given day, a ten percent increase over 2016 and a more than 20 percent increase over 2015. Protecting the lives and serving the interests of U.S. citizens overseas and strengthening U.S. border security are essential parts of the JSP, the JRS, and the CA Functional Bureau Strategy Framework. More specifically, this mission goal directly supports JSP Goal 1.5 to "strengthen U.S. border security and protect U.S. citizens abroad" and JRS Goal 2 to ensure the Indo-Pacific region is "peaceful and stable and the American homeland, its citizens and allies are secure." Improving information sharing between Taiwan and the United States and enhancing law enforcement vetting capabilities directly advances JRS subobjective 2.1.2 to encourage regional partners to more actively participate in and strengthen global information sharing networks.

**Mission Objective 4.1: Increase our capacity to protect the welfare of U.S. citizens in Taiwan**

**Justification:** Taiwan remains vulnerable to natural disasters – primarily typhoons and earthquakes – as well as regional instability, requiring that AIT constantly strengthen its crisis readiness posture. To best prepare, AIT plans to hold Town Hall meetings throughout the island, conduct practice drills as a Mission, reinvigorate AIT's network of Citizen Liaison Volunteers (CLVs), employ cutting-edge outreach tools to message to this growing U.S. citizen community, and increase Smart Traveler Enrollment Program (STEP) registration. The failure to

adequately prepare for natural and political crises increases the risk of U.S. casualties in a major disaster. Taiwan's diplomatic status also impacts consular protections. As Taiwan cannot be signatory to the Vienna Convention on Consular Relations (VCCR) or any of the Hague Conventions, AIT is currently working with Taiwan on securing agreements on consular notification and access in cases of death and detention and international parental child abduction (IPCA). The success of these agreements further secures AIT's ability to perform integral consular functions such as in the case of a U.S. citizen arrest. Failure to sign these consular agreements would hinder AIT's ability to properly provide assistance to U.S. citizens and their family members in the case of arrest, death, or international parental child abduction. These agreements are needed to best protect U.S. citizens in Taiwan.

**Mission Objective 4.2: Enhance protection of the United States by securing and facilitating legitimate travel, and by continuing to strengthen the capacity of law enforcement information sharing.**

**Justification:** Taiwan's diplomatic status also impacts joint border security initiatives. Taiwan's inability to access Interpol law enforcement and stolen document databases as well as lack of systematic information exchange on convicted criminals, particularly those convicted of sexual crimes against children, creates potential vulnerabilities in the Visa Waiver Program (VWP) and visa process. AIT enjoys a strong relationship with law enforcement counterparts in Taiwan and Taiwan travelers have some of the lowest criminal and immigration overstay rates in the world; however, much of our cooperation remains ad hoc. To best strengthen Taiwan's borders, it needs to develop more robust and sophisticated screening systems such as those supported by Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE). The failure to adopt these programs weakens U.S. border security, decreasing Taiwan's capacity to identify foreign fighters and terrorists, criminals, and travelers with revoked U.S. visas.

## 4. Management Objectives

**Management Objective 1: Adopt integrated IT and administrative platforms mandated globally and where consistent with other federal laws and regulations to increase efficiency, improve customer service, and reduce costs.**

**Justification:** AIT's financial software and web-based applications for procurement and travel are not integrated, resulting in significant data entry duplication and longer approval processes. This has a negative impact on the service provider and the customer. Lack of integration also means that some analytical reporting tools are unavailable to AIT. Moreover, the new financial software will combine AIT/W and AIT/T into one single financial system, enabling data sharing and real-time financial reporting. An integrated platform will improve productivity, efficiency, and customer service, and lead to better management decisions.

**Management Objective 2: Utilize AIT Building Fund monies to reduce leasehold expenses, replace leased representational residences, and meet AIT long-term staff housing needs.**

**Justification:** AIT currently leases two representational residences that cost more than USD 400,000 in annual rent and are not designed to host representational events. Purchase of Director and Deputy Director representational residences will reduce long-term residential lease expenditures and allow AIT to relocate the alternate command center within one of the representational residences to enhance security and operational efficiency. In addition, AIT has difficulty leasing staff housing near international schools in Taipei that meet the fire safety standards required by OBO. Purchase of staff housing units in the Tianmu neighborhood will reduce AIT's lease management burden, long-term residential lease expenditures, and improve Post morale among families who wish to live near international schools.