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FROM THE PUBLISHER



Sharon Scott Wilson, RRP
Publisher Resort Trades

In a Changing World, Only the Paranoid Survive

Long-time friend and well-known public speaker and sales trainer Tom Goetschius, now retired, wrote, “Companies that don’t recognize ‘the changes’ in front of them are destined to history. E.g. Circuit City, Sports Authority, Linens and Things, A&P, Radio Shack, Blockbuster, and most recently, Toys R Us. The list is staggering. Companies who don’t change and adapt are replaced by companies who understand the new marketplace and the new customer. Just look at Amazon. ARDA and the Timeshare Industry must be in transition into a more desirable product and business model.

“Success breeds complacency. Complacency breeds failure. Only the paranoid survive,” said the late Andrew Grove, former CEO of Intel.

The question is, are we paranoid enough? Tradition dictates that each ARDA World convention presents a “Meet the Leaders” session during which prominent developers provide an ‘in-the-trenches’ view of the state of the industry. This year attendees heard from Maurizio Bisicky, COO of Anantara Vacation Club (headquartered in Thailand); Michael Flaskey, CEO of Diamond Resorts [and a frequent contributor to Resort Trades, by the way]; Jon Fredricks, President & CEO of Welk Resorts and Tom Nelson, President & CEO of Holiday Inn Club Vacations.

The session moderator, ARDA President and CEO Howard Nusbaum, led a frank discussion about topics ranging from what is the most pressing legal and regulatory concern in the industry today, to how is the consolidation trend affecting the industry. In answer to the former, the replies were unanimous: Fredricks had coined an acronym for the thorny issue of cancellation/ lawyer/relief company issue, “GOOYT” for “Get Out of Your Timeshare” activity. The entire room appeared to groan in agreement. Nelson observed that the constant barrage of aggressive ads from lawyers, wannabe lawyers and other sharks offering to help hapless owners was upsetting to the public and, particularly, to owners who were being prompted to question their purchase. Flaskey admitted to seeing a dramatically rising incidence of default. ARDA is certainly seeking answers, but while the GOOYT activity is mean-spirited and, in the opinion of resort shareholders, unethical, it may be that it skates too closely to the outskirts of the law to be overtly challenged.

Consumer Protection: Fair & Balanced?

Nusbaum observed that the consumer protection laws affecting sales and marketing practices are continuously being changed over the years and he wondered if the group found them reasonably balanced or running a little off-kilter.

The panel agreed with Tom Nelson who said he felt they were more balanced than ever since there has historically been so much pressure over the years for timeshare developers to ensure consumers are well informed. Nelson said Holiday Inn’s policy is to have buyers review and sign off on each of 20 points of an owner clarification document. Fredricks mentioned that Welk Resorts’ policy is to videotape closings if owners agree, which is becoming a common practice.

In Asia, a handful of developers feared the introduction of unfair consumer protection. In response, Maurizio



Bisicky said, the group launched a trades association in the region that will function like a ‘mini-ARDA,’ as he put it. The idea is to help control the introduction of legislation in the various jurisdictions through educating regulators rather than risking overly aggressive action.

Industry Shrink From the Survivor’s Viewpoint

Consolidation remained a hot topic again at this year’s convention, as it has previously. Where once there were dozens of independent developers, now there are much fewer, said Howard. Is it good for the industry?

Resort Trades advertisers have found it to be a challenge. On the one hand, resorts with better bottom lines can now refurbish, expand and enhance their services, which means increased purchasing. On the other side of the coin, many have found that their old standby contacts have disappeared or been reassigned. As one senior Marriott executive observed, you typically still have a number of decision-makers at the various properties. However, she observed, now you frequently have personnel changing their roles and the manager with whom a vendor previously worked may no longer be the supplier’s most appropriate connection. In our advertising sales calls, we are finding that the most successful advertisers are the ones who consistently appear in each month’s issue. They’ve found it’s no longer healthy to rely on their current book of business.

The Paranoid Are Watchful

Paranoia is what prompted the early American Land Development Association, supporting retail land developers, to morph into the American Resort Development Association. The early timeshare developers recognized the need to protect the nascent industry from scammers and miscreants. They also were early adopters of research, conducting studies to track consumer interests, financial performance and regional variances.

It’s healthy paranoia that calls for the AIF (the ARDA International Foundation) to conduct and advance industry research. Research is a tool to wave in front of authorities when they question whether or not to tax our business model, for example. Or, in Maurizio’s case, an irrefutable resource to prove the industry’s value in emerging markets.

Coming Next Month: What Does the Future Hold for Timeshare Professionals?



What Do You Do When One of Your Guests Is Bitten by Bed Bugs at 2AM?

by Noel McCarthy



It's one of those 'nightmare' scenarios that everyone in the resorts business has heard of, but hopefully few of you have been unlucky enough to experience. Such incidents do occur and no, they are not urban myths.

It can, and does, happen. Even in 2018, the days of bed bug are a problem. In fact, studies suggest that due to global warming, the problem of bed bugs and other pests may get worse. The good news is, however, that bed bug infestations are manageable and there are many actions you can take as a resort owner to protect your guests and yourself both to prevent bed bugs from showing up and from eradicating them if they do arrive.

So we return to our question: What does one do when one of your guests is bitten by bed bugs at 2am?

From the point of view of the hospitality industry, there are two problems here: the critters themselves (including how to get rid of bed bugs permanently) and the impact that this 'news' can have on your business. The fact is that these days many guests book their accommodation online, which makes sense, since it's quick and easy. But those same potential guests will probably look up reviews written by other



folks who have stayed at your hotel/motel/B&B/resort etc. And needless to say that even a single bed bug bite can lead to an onslaught of bad reviews.

If your resort does get a bad review and all it takes is one your business can take a real hit if there is mention of bed bugs. In fact, research has shown that reports of bed bugs lowered the value of a hotel room by \$21 for leisure travelers and \$38 for business travelers. The researchers also discovered that bed bug infestation was the number #1 concern for those selecting a hotel. Worse still, the report also revealed that were a guest to actually find a bed bug they would they would leave immediately!

Of course, there is a big difference between a stay at a hotel and a visit to a resort, which usually entails a longer stay. An overnight stay at a motel that is interrupted by bugs might mean be as easy to fix as a change in rooms for the night. However, a bed bug bite during a vacation at a resort is an entirely different matter.

How to recover your lost reputation online is a subject for another time. Your most pressing issue is how to eliminate those bed bugs.

Priority #1: Getting Rid of the Bed Bugs

Before you do anything, you want to make sure that your guest's bed bug bite is the real thing. Unfortunately, bed bug bites bear some resemblance to scabies, although they are different. Here's how you differentiate scabies bites from those of bed bugs:

- Bed bug bites are raised, flat red welts, usually in rows of three.
- Scabies bites have a more rash-like in appearance.
- Scabies burrows look like grayish-white, raised lines and are usually located on the wrists, joint areas, finger webs and the back, but can be found anywhere on the body.

Once you've established that you do, in fact, have a bed bug problem, you must treat it *immediately*.

- Meticulously clear the affected rooms: vacuum beds, carpets, chairs, desks, drapes and window blinds, then throw away the vacuum bag. Do not put it in a trash container or kitchen receptacle. Instead, remove the vacuum bag from the building, placing it immediately in an external trash container.
 - Wash all the sheets and bedding (from the infested room or rooms) in the hottest water possible (at least 120 degrees Fahrenheit) and finish them in a hot dryer. If it can't be washed, dry clean it or put it in a hot dryer for 20 minutes.
- Tip:** commercial dryers in laundromats reach

very high temperatures and are especially good for pillows, bedspreads, and bulky items.

- Keep in mind that steps #1 and #2 above are only temporary measures, especially if you haven't treated the infected rooms and areas with an insecticide or bed bug spray. Vacuuming, cleaning, and washing will certainly reduce a bed bug infestation, but the bed bugs may not be completely gone.

Keeping the Bed Bugs Away

At this point we suggest that you deploy Sterifab as your first line of defense. You want to spray all affected (and potentially affected) areas. The benefit of Sterifab is that it is both a disinfectant and insecticide, which kills bed bugs, as well as ticks, fleas, mites, roaches and other pests. It is easy to use, won't stain, and has no added perfume or unpleasant odor. Plus, it's fast drying, completely clear and does not harm fabrics or carpets. And, Sterifab is one of the only non-residual products labeled for use on mattresses and upholstered furniture.

Finally, if you find that you do have bed bugs, don't immediately reach for whatever insecticides and/or disinfectants you have at hand. Neither should you visit your local Home Depot (or local hardware store) and buy bug bombs and foggers.

The fact is that these over-the-counter products have been shown to have little, or no, effect on bed bugs. They are very sneaky and will almost always find places to hide protected places where the fogging mists can't penetrate

Better to rely on a proven, reliable bed bug spray like Sterifab.





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Resort Trades – the timeshare industry’s only true news journal – provides relevant, timely news to assist resort developers, operators and management staff stay current and make better business decisions. The super tabloid print version is distributed twelve times annually to every resort in the U.S. and is supported by an interactive online news resource, ResortTrades.com. A digital version, plus a newsletter “Resort Nation”, is emailed monthly to a subscriber-base of approximately 25,000 viewers including senior-level executives at development, management and timeshare-related travel companies. ResortTrades.com is typically rated in the top third of the first page by the major search engines when searching on timeshare industry related topics. Copyright© 2018 by Wilson Publications, LLC. All rights reserved. No part of this periodical may be reproduced without the written consent of Resort Trades. Resort Trades does not accept unsolicited freelance manuscripts, nor does it assume responsibility for their return. Resort Trades is published monthly, twelve times a year by Wilson Publications LLC, PO Box 1364, Crossville, TN 38557. PRINTED IN USA

Top Team Members

Meet the People Who Make the Resort Industry Great!

by Marge Lennon

Jeff Jacob
Director of Safety
Welk Resort San Diego



Jeff Jacob is the Director of Safety at Welk Resort San Diego, the company’s 741-unit flagship property in Escondido, California. He is responsible for the safety of 3,000 to 5,000 guests who are on the 450-acre property at any given time, utilizing its five recreation centers, eight pools, two golf courses, retail operations, multiple restaurants, and live theatre.

From alarming the buildings, or dealing with everyday slips and falls, to orchestrating complex procedures required to ensure the safety of everyone onsite, Jeff calmly and efficiently oversees the massive property. He is also responsible for the development of plans and systems to facilitate immediate guest communications. Jeff was recently named a finalist in ARDA’s awards program in the Safety/Security Manager/Team category.

During serious California weather scenarios – such as wildfires almost at the front door – he has played a significant role in maintaining a unified voice and keeping things calm, creating and communicating to guests about other emergencies procedures, including evacuation plans and potential power loss. He is also responsible for the resort’s security patrol team, transportation services, pool lifeguards, first aid, CPR and lifeguard training.

Before joining the resort, Jeff was a San Diego police officer for 20 years, enabling him to bring structure and professionalism to his role. Merely his presence allows guests to feel secure in any situations. Standing at 6’5” and weighing in at about 250 pounds, some say he can be intimidating in appearance ... but this is ideal when the right person is needed to dispel a disagreement.

On the rare occasion that the local police may be needed, his past position has enabled him to partner

well with local law enforcement. Should that happen, Jeff or one of his 25-45 full and part-time team members arrive within seconds to resolve an issue. His extensive law enforcement experience equips him with tools to think and see clearly when others may be wanting to panic. His networking with local firefighters and law enforcement has created valuable partnerships that also benefit employees and guest safety.

If any “Bad Guys” even think about heading his way, they might want to think again. Welk Resorts’ “Top Cop” was the 1998 San Diego County Police Officer of the Year, the 1992 Pal-Police Athletic Volunteer of the Year for coaching under-privileged youth, an excellent marksman and worked in gang enforcement, crime prevention and as a SWAT team leader.

Jeff took ownership of the goal of purchasing a San Francisco-type trolley to transport guests around the sprawling 450-acre property and to take them to special events off site. Today, the trolley is so popular with guests that some people jump on because they just want to enjoy the ride, which takes a half hour to loop around the huge property.

His department frequently partners with Sales & Marketing for large special events. For two years, they have hosted a “winter wonderland” event bringing Over 2,000 people to the property. Organizing such an event is a massive undertaking, from parking, to guest safety. Jeff’s decades of experience with large crowds as a police officer ensures that everything will run smoothly without a hitch.

When not in his “head cop” role, the Chicago native keeps toned with weight lifting and exercise. He says working with a company that truly supports him has been an added blessing. His 28-year old daughter is a Navy sailor of ten years; his 19-year-old son plays baseball at Concordia University in Nebraska and his 21-year-old daughter is a medical assistant. His youngest is a 9-year-old daughter. He has three grandchildren.

After five years in his current role, Jeff is totally immersed in the importance of customer service, a philosophy not normally found in police departments. Welk’s Top Cop enjoys collaborating with the entire resort staff as well as leading and mentoring his team members, knowing that he plays a pivotal role in their day-to-day success. He has visited other company resorts to implement safety programs he personally created, fine tuning them to fit their needs or resort size.

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Resale Company Warns Customers About Timeshare Fake News

by Doug Milbrath

You might wish to share this warning to prospective timeshare buyers, as written for his corporate blog by resale advertising company executive, Doug Milbrath. Milbrath writes:

You've probably heard the phrase "fake news" as it relates to manipulating political opinions, but fake news is a problem that affects every industry. The internet has plenty of fake news pertaining to timeshare; some of it comes from confused timeshare owners who don't know they're spreading misinformation, and some of it is created intentionally by fraudulent companies. Regardless of the source, believing fake news can be a costly mistake for timeshare owners who want to sell.

It could be accurately said that the value of everything, even money itself, is a matter of perception; value is in the eye of the beholder. This is especially true when it comes to timeshare, since timeshare is quite literally an investment in future vacations. If you perceive a timeshare to represent 20 or 30 years of great hassle-free vacations, then the value to you is substantial. If you can't or don't take vacations, then the value of a timeshare to you is zero. Manipulating the

perception of value is the primary goal of timeshare fake news. Unfortunately, when owners spread fake news the people who end up reading it are often those considering buying a timeshare; making fake news one of the biggest obstacles to the growth of the timeshare resale market. Here are three of the bigger fake timeshare news stories going around the web:

1. SELLING YOUR TIMESHARE FOR A FAIR PRICE IS IMPOSSIBLE

Timeshare is not a monolithic structure; there are many types of ownerships, and countless factors that affect the desirability of any one timeshare property. The statement that "timeshares are impossible to sell" eliminates all nuances, and thus could not possibly apply to all timeshare properties. If there is demand for the property you want to sell, because your resort is still selling "new" properties similar to yours, then



it selling for a fair price certainly would be possible. Selling this type of timeshare requires two things: exposure to buyers who want what you are selling, and time.

Even in the case of legacy properties where no demand exists on the resale market, there is



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often still a way to “sell,” albeit an unconventional one. Recently timeshare owners at Gurney’s Resort, an aging legacy property in Montauk, were able to recombine their timeshare intervals and sell the entire resort to a real estate investment firm. Owners who participated in the final sale received over \$11,000 per week!

2. YOU CAN CANCEL YOUR TIMESHARE CONTRACT

One of the more insidious fake news stories out there is that you can cancel your timeshare contract, long after purchase, by hiring a cancellation company. When you buy a timeshare in the U.S. there is a cancellation window of 3 to 10 days, during which time you can cancel your timeshare purchase and receive a refund. If you bought a timeshare then you signed an acknowledgement of this cancellation window. Binding contracts are a pillar of our economy, without which the wheels of commerce couldn’t run. Imagine how absurd it would be to try and “cancel” the purchase of the new car you bought 2 years ago by making the dealership take it back - your timeshare is no different. The good news is that there is no need to cancel your timeshare contract: For much less than the cost of a so-called cancellation attorney you can advertise your timeshare at a reasonable price until sold.

3. TIMESHARES ARE A BAD DEAL COMPARED TO DISCOUNT HOTELS

Like most other fake news, the idea the timeshares are universally a bad deal is overly-broad

and could not possibly apply in all circumstances. For some, shopping online for a hotel deal may in fact be preferable to owning a timeshare: If you are a couple traveling together perhaps a hotel room provides all the space you require, in which case owning a timeshare wouldn’t be a good value proposition. For a family of 5, however, the value proposition is completely different: Traveling with 3 kids means you’ll need two hotel rooms or a suite, and those low advertised prices for hotel rooms don’t usually apply to suites. Compared to the cost of a suite, owning a timeshare could indeed represent a good value; especially considering the benefits of a full kitchen for preparing family meals.

Additionally, reducing timeshare ownership to only a value proposition ignores one of the most compelling reasons to own one: consistency. Booking a discounted hotel room or suite online is a roll of the dice. Sometimes that “super deal” turns out great, and sometimes you end up sleeping next to the boiler room with a sweeping view of the interstate. Many of today’s timeshares are points-based multi-site plans that allow you to choose between many resorts inside of a club. The benefit to owners is that most resorts inside the club are about the same: If you liked the Bluegreen condo in Orlando, you’ll like the Bluegreen condo in Myrtle Beach. While the value of consistent quality accommodations on vacation is certainly subjective, it is not zero. For most timeshare owners this consistency adds more than enough value to make owning timeshare a good deal.

Use Trusted Sources and Common Sense to Avoid Fake News

Present and future timeshare owners can avoid falling for “fake news” by referring only to trusted sources; specifically your Resort Developer, ARDA (the American Resort Development Association), and ARDA member companies like Bay Tree Solutions that have agreed to abide by the ARDA code of ethics. When in doubt, applying common sense will go a long way: Overly-broad statements that ignore the many nuances of timeshare ownership should be a red flag. Take a minute to consider the full implications of what you’re reading, and ask yourself, “does this really make sense?” In the words of Carl Sagan, “extraordinary claims require extraordinary evidence.”



Doug Milbrath is Chief Marketing Officer of Bay Tree Solutions, an eleven-year-old company that deals only with higher quality resorts. Says Milbrath, “Our clients are verifiably able to sell for prices 30-to-50 percent higher than our closest competitors.”

Why Your Projects Should Lock Down Roles & Responsibilities & What Can Happen When They Don't

by Carl Ross

If there's one thing that a hotel owner can do to best protect and guide a project it's this – nail down the roles and responsibilities of your project team members before your next project begins. By doing this, everyone (including yourself) has a clear understanding of what exactly is expected from whom and when and which budget it's coming out of.

OK, I'm certainly no different than you. I can't stand seemingly mundane or dull work assignments. I loathe having to drill down into the details of a project too early on, if at all. And there are few places in the world where being a control-freak is tolerable for me – but this one ranks pretty highly. At the outset of any hotel design project there are really only five variables you need to have clarity on and control over.

1. **The project team members;** who they are, what they are providing (deliverables), when they're providing it and which section of the overall project budget their work is related to.
2. **The project areas;** the main areas as well as any and all sub-areas and components within the overall project scope.
3. **The project phases;** the milestone points at which the above pieces are due.
4. **The project budget;** not the lump-sum, fuzzy nonsense, but the specific categories broken down in detail.
5. **Project Purchasing & Installation;** defining who is responsible for procurement of the specific materials for the project as well as assigning who is responsible for installing the various materials and components.

That's it. Just five simple variables, right?

Well, here's the thing – for over 30 years, I've witnessed and have been involved in projects, actually many projects, in which these very steps aren't done, and to a project, they never turn out as well as those which do make these five points an integral part of the project knowledge base.

What if I could show you a new format and a new structure which guarantees that you've got all your bases covered? Is there actually a way of organizing your project so that you are aware of who you really need on your team, what specific deliverables they'll provide and when, and allocate the work they give you



to the correct budget? You bet. And here it is.

The document is known as a **Differentiation Document** or the **Diff Doc**. for short. It's also sometimes called a Responsibilities Matrix, but I'll just stick with Diff Doc. This is the document that identifies and organizes all those five key variables in one beautiful seamless, wonderful document that says exactly what you need it to. It's preferable to create this Diff Doc early in the project as is reasonably possible.

The first variable to define is the project team members. For sorting ease, I like to alphabetize each possible team member. When I start a Diff Doc, I include every potential discipline which could be involved on a project; this acts as a master consultant list. It's easy to edit out unnecessary team members, but mostly I like the mental prompt which a comprehensive list provides. This prompt will often make an Owner say, "Oh yeah, we'll need an elevator consultant," or "No, we don't need a water feature consultant because our project scope doesn't include this." On my master consultant list I go from ADA consultant, architect, acoustical consultant, art consultant, all the way down to water feature/pool consultant. Use these as a check for your project. If you know or have already assigned a specific individual or firm, state that as well.

The second step is to figure out how big and how many areas there are. This is the time to drill down into the nitty gritty of your project areas, whatever the real, budgeted scope areas are. The more accurately you state the areas, the better off you are.

It helps to consolidate like areas together, either in terms of their variables and constraints, or in terms of their similarities, such as grouping all public areas, or all F&B areas. Grouping project areas like this really streamlines this process. However, if there's something unique or different about a space, it should have its own category or at least you should consider if being in its own category will clarify an otherwise unknown or ambiguous area. By grouping like areas together, such as public areas or guest areas, you'll keep better track of what appear to be minor details.

I've seen a project slip off the rails with a seemingly minor thing like the Vending and Ice Room in a guest-room tower renovation being accidentally excluded. The missing scope of new flooring, wallcovering, ceiling treatment, plumbing, electrical and lighting became a Change Order for the consultants as well as the General Contractor for two sets of these rooms over 18 floors. All told, a very expensive and unanticipated avoidable omission.

However, in another project in which we did have a Diff Doc, the Diff Doc identified that blocking was to be provided by the GC for all Art and Mirrors in the public areas. This sounds so minor; however, the project had a very significant art program, so it was no small thing.

Additionally, we also had general notes that said, "General contractor is to provide blocking for millwork as well as all artwork and mirrors." We were well into construction, things were framed, and the GC announced in an on-site meeting, "We don't have a budget number for blocking. We're not carrying any cost for that. For us to do the blocking is a \$1.5 million for the millwork and all the artwork and the framing." The Owner was looking at me in despair. Very luckily for the Owner, I was able to refer back to the Diff Doc where it was indicated that the GC was to provide it within his responsibilities and therefore his base bid. So no Change Order, no extra cost.

The third step to consider are the phases of work needed for the overall project and any milestone delivery points within the Design, Documentation, and Administration Phases.

The point here is determining who is responsible for the deliverables or actions necessary at each of these three phases. Knowing this (and it will almost certainly





vary from project-to-project and from area-to-area, will accurately assign responsibility to the correct consultant or party. This is especially important because this assignment of responsibility is related to fees or cost of services. From an Owner's position, it's also super beneficial because it removes all ambiguity of who thought who was going to provide a given set of deliverables or perform an action. You instantly remove the finger-pointing. Accountability is the name of the game here, and these assignments are golden.

The fourth variable is of course the Project Budget. Start with the overall budget, but then break it down into its subcategories: the general construction budget (the bricks and mortar, the drywall, etc.) and the FF&E budget, broken into the loose FF&E and the OS&E (owner supplies and equipment). Most operators carry additional breakdowns of various categories as they relate to different departments. Having these pre-identified gives you a benchmark against which you can measure each consultant's deliverables.

The fifth and final step to determine is who specifically is responsible for the project procurement. Purchasing of both the general construction materials (the GC-side) and the breadth of the FF&E as procured by the Purchasing Agent. Below is an excerpt which shows an example of the items and the procurement assignment.

The finite details of items even such as light bulbs for the GC installed light fixtures should be clearly assigned. We had a project in which during installation of the downlights in the ceilings throughout an entire new-build hotel project, the General Contractor stated that they weren't carrying the associated necessary light bulbs for any of the fixtures. There were literally hundreds of fixtures and many different types were needed. Again, the Diff Doc stated quite clearly that it was the GC's responsibility to purchase all lamping for the GC-related light fixtures. The GC had to come up with all the light bulbs for each and every fixture. Once again, no change order, the owner was protected by the Diff Doc.

When I can, I request to have a Diff Doc as an exhibit to a contract because it not only protects me, but it protects the Owner and all other consultants because everybody knows not only what they're doing but what everyone else is doing as well. As you've seen, this little bit of time invested in creating the Diff Doc can literally save a project in so many ways.



Carl Ross is President & CEO of Clear on Black, a Clear on Black is a bespoke interior architectural design firm for upscale and luxury hotels and resorts.

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5 Best Practices for Hiring Seasonal Employees

by Michelle Lanter Smith

Unless your resort is in a ski belt (or, perhaps especially if it is), you are gearing up for the peak summer season. As you plan for what will, hopefully, be a surge of visitors and guests, it is time to engage in hiring temporary personnel to attend to their needs.

It is critical that you hire the right people and quickly get them up to speed and connected to your facility. Your seasonal workforce may only be with you for just a short time, but poor short-term hires can take a long-lasting toll on your organization. This can be in the form of effects on your year-round staff, theft or destruction of property, or impact on your reputation. With so many popular websites offering travelers the opportunity to write reviews—and so many people relying on these platforms for travel information—new and repeat bookings can be boosted or adversely affected by your guests’ experience.

Here are some best practices to help you efficiently and effectively find and recruit temporary employees.



1. Start the Talent Acquisition Process Early

With the combination of students flooding the job market and high levels of unemployment, it is easy to assume that there will be many people clamoring for jobs. True as this may be, “many” does not necessarily translate to “good.”

You want to have enough time to properly select, interview and vet candidates. A last-minute scramble may leave you with a poor

selection of potential hires who have been passed over by other organizations.

2. Ensure You Have Clear, Complete and Current Job Descriptions

It is important that both you and job-seekers know exactly what you are looking for. What does the job entail? What are its requirements, such as heavy lifting, a specialized schedule, certification (e.g., for a lifeguard position)? Is there a minimum number of years’ experience, or do you offer on-the-job training?

The clearer the description, the easier it is to determine how well a candidate matches your need, reducing wasted HR time. It will generally also reduce the number of inappropriate submissions you will have to wade through.

These employment descriptions should be reviewed and updated annually, based on lessons learned in previous seasons.

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3. Follow Your Company's Standard Application Tracking Process

Many organizations of all sizes are now using applicant tracking software (ATS) to process job applications and manage the hiring process, from initial screening through interviews. Regardless of how sophisticated the system, follow the same process you use to hire your full-time employees.

While it may initially appear easier to take shortcuts, doing so will only make the hiring process more complicated and disorganized in the long run. Following the standard hiring process ensures not only that candidates do not fall through the cracks but that HR personnel and others in your organization who are involved in the hiring process are coordinated in their activities and efforts, so time and resources do not get wasted.

This also ensures that you have thorough records, should there be people you have hired that you would like to have return the following season. Some of these candidates may become full time hires in the future.

4. Cast a Wide Net for Candidates

Finding seasonal employees does not typically require the use of outside recruiters, which can be expensive. Posting

on job boards to attract active job-seekers is the most common method of reaching potential candidates. However, be sure to make use of your organization's intranet or other internal communication systems to tap into employee resources. Many will have friends or family looking for work and can make recommendations.

This is also true of seasonal help you have hired in the past but who may have now graduated college and are seeking employment. You can send out a notice to guidance counselors in local high schools and colleges; they often help place students in summer jobs and know the character of the students, as well as their skills.

5. Stay True to Your Talent Management Process

It is easy to give short shrift to short-term employees. However, understanding your organization's policies and culture is as important for seasonal hires, and helps them become able to reliably perform the duties of employment. If either duties, policies, or introduction into your corporate culture is skipped, it can lead to wasteful and time-consuming efforts to find a replacement.

Take the time to check candidates'

references, perform interviews and properly onboard them.

A lengthy training cycle is, of course, impossible and, generally, uncalled for. However, a thorough orientation is necessary. Managers and supervisors need to ensure that their new staff are not left to wander, wonder and “figure it out for themselves.” If seasonal hires have varying duties, focus on getting them up to speed with one task at a time so they feel grounded and productive. Then move forward to orient to the other tasks, as needed.



Michelle Lanter Smith is the Chief Marketing Officer of EPAY Systems, where she oversees the company's go-to-market strategy, customer success and technical support operations. Michelle brings 20+ years of leadership experience in driving revenue growth for high tech and service-driven firms. She graduated summa cum laude from Marquette University, where she earned her Bachelor of Science degree in Business Administration. She holds a Masters of Business Administration with distinction from Northwestern University's Kellogg School of Management.



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Un Sector del Turismo Mexicano y de los Resorts Los problemas más importantes de 2018

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por J. Michael Martínez

Me di cuenta que pronto será verano y estaremos en la mitad del año, y comencé a pensar en los muchos cambios que están sucediendo este año y en los últimos años. Yo he vivido en el centro de la Riviera Maya, en la Playa del Carmen, por los últimos quince años y he visto muchos cambios a primera mano. Yo quise también ponerme en contacto con algunos de los desarrolladores de turismo en México y preguntarles acerca del impacto que han hecho esos cambios. Cuales son los mayores problemas que tienen hasta ahora en este año y que ellos han experimentado en los últimos años en cuanto al turismo en México que continua creciendo a un paso muy rápido.

Los últimos quince años han sido testigos de un rápido crecimiento de la población en las mayores áreas turísticas tales como Cancún, Playa del Carmen, y Tulum en el estado de Quintana Roo. También ha habido un gran crecimiento en lugares turísticos como en Puerto Vallarta, Nayarit, Cabo San Lucas, y otros destinos turísticos en todo el país.

Mi villa de la Playa del Carmen ha visto aproximadamente un crecimiento anual de la población de un 25 por ciento. El municipio de Solidaridad, el cual incluye la Playa del Carmen tiene hoy una población de más



de 200,000 habitantes. Es considerada la ciudad de más rápido crecimiento en la América Latina, Quintana Roo es el hogar de mas del 65 por ciento de las propiedades de tiempo compartido en México. El Consejo de Población del Estado (COESPO) de Quintana Roo predice que la población del estado alcanzará mas de dos millones para el 2025. Enael Pérez Cortez, el delegado federal de la Secretaría de Trabajo y Seguridad Social (STPS) dice “Gente viene todos los días en busca de trabajo. En particular, gente joven de todo el país llegan aquí buscando oportunidades de empleo, y una vez que se establecen, reclaman a sus familias.” Este año la edad promedio en el Estado es de 26 años.

Sentado en mi oficina, ahora mismo, oigo construcción de otro nuevo edificio de condominios que está siendo construido justamente en frente de la calle. Cada día, cuando conduzco por la ciudad, veo nuevos negocios, hoteles, restaurantes, que no existían en los últimos seis meses. Así, siendo el caso, ¿cuáles son los problemas que enfrentan estos destinos turísticos de rápido crecimiento y los resorts de esta región?

Mientras comienzo a investigar el impacto que este crecimiento tiene en estas localidades turísticas, descubro muchas cosas. Primero, en las ciudades

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turísticas como Playa del Carmen y Cancún, las cuales han tenido un inmenso crecimiento en la población, hay una gran necesidad por servicios humanos mientras la población crece. También, hay una gran necesidad de una mayor infraestructura para soportar los servicios médicos, la seguridad pública, la construcción de carreteras, agua, departamentos de bomberos, y otros servicios más. Más y más gente se están mudando a las destinaciones turísticas buscando oportunidades de empleo y mejores salarios.

Estas mismas preocupaciones se pueden ver en otras localidades turísticas tales como Cabos San Lucas, Puerto Vallarta, Nayarit, y otras más localidades. Cabos San Lucas ha visto un crecimiento en la población de aproximadamente 44,000 en 1990 a más de 290,000 hoy. In 2017, ellos tuvieron más de 2.1 millones de visitantes – 75 por ciento de ellos viajeros internacionales y la mayoría de ellos de los Estados Unidos. Cabo San Lucas sufre de los mismos problemas de mi localidad con respecto al rápido crecimiento de la población.

Ramón Ojeda Mestre, el presidente del Centro Integral de Estudios de Innovación y Territorio, una compañía de consultantes en Cabo San Lucas, afirmó, "No hubo una planificación sensata para donde todos los trabajadores iban a vivir." El pasó a explicar que algunos miembros de la clase obrera prepararon ilegales alojamientos llamados "invasiones" los cuales fueron hechos de materiales de desechos de construcción, de lonas, de ramas de arboles, de palos y cartones. 25,000 personas viven en tales alojamientos en Cabos San Lucas de acuerdo con los estimados de la municipalidad.

¿Qué todo esto significa para los desarrolladores de resorts de tiempo compartido en México? Hay muchas preocupaciones que enfrentan, tales como seguridad pública, necesidades laborales, eficiencia en los aeropuertos, construcción de carreteras, internet de capacidad de alta velocidad, agua potable, energía y la lista continúa y continúa.

Recientemente el Ministro Federal de Turismo Enrique de la Madrid comentó acerca de algunas de estas preocupaciones durante una conferencia en la que el gobierno de México lanzó un nuevo programa llamado "Viajemos Todos por México" dirigido a las comunidades Americanas y Mexicanas. El planea visitar ciudades con grandes poblaciones Hispanas en los Estados Unidos tales como Chicago, Dallas, New York, Houston, y Miami para hablar sobre el nuevo programa. Durante la conferencia, el dijo, "nosotros debemos trabajar en la infraestructura, problemas de idioma, y desarrollar una mano de obra adecuada." El continuó explicando la necesidad de la nación de México y los gobiernos locales de trabajar en unidad en las destinaciones turísticas, y también en cooperación con los desarrolladores de resorts y con los dueños de negocios locales.

Mucho de los desarrolladores con quienes hablé dijeron que continuarían el soporte al estado y a las municipalidades locales para ayudar a financiar algunos de los problemas sobre los cuales están más preocupados, tales como seguridad pública, construcción de carreteras, y entrenamiento a empleados locales.

Mucho de los desarrolladores están también fabricando resorts que protejan al medio ambiente e

invirtiendo en sostenibles proyecto de conservación. Un resort que visité recientemente organizó un día para limpiar la playa en el cual los empleados se reunieron en la mañana y pasaron el día en la playa recogiendo basura y repartiendo volantes a la gente sobre la importancia del sistema local de conservación ambiental.

Algunos desarrolladores también financiaron la policía local con nuevos equipos, camiones, y pagaron por cámara de vigilancia. En adición, algunos desarrolladores en México ofrecen clases de inglés a sus empleados. Ellos han declarado que estos programas han ayudado a cerrar las diferencias entre los empleados y los miembros que sirven.

Hay problemas que los desarrolladores confrontan con el continuo crecimiento de México como uno de los diez países de mejores destinos turísticos. Ellos están invirtiendo en un futuro a largo plazo trabajando con los gobiernos estatales y locales, proporcionando habilidades laborales a sus empleados, permaneciendo conscientes de los sistemas locales ambientales, y proporcionando ayuda para la seguridad pública usando sus propios fondos. Nosotros nos sentimos confiados que México está en el camino correcto, y dado el esfuerzo conjunto con los gobiernos locales y estatales, continuará siendo un exitoso destino turístico.



J. Michael Martinez is Resort Trades' emissary in Mexico and contributes a monthly column. He is the executive vice president of Cyria Group, a marketing and sales support company, and serves on the Board of Directors for C.A.R.E. (Cooperative Association of Resort Exchangers).

Timeshare Industry Icon Rich Romanello Remembered

Shared Memories Recorded by Sharon Scott Wilson

Rich Romanello, who passed away earlier this year, was one of the timeshare industry's greatest early innovators. With his boundless imagination, creativity and enthusiasm, Rich created many of the marketing tools the industry uses today. He may have been, most notably, creator of the 3-day/2-night voucher system, or as we used to call them, 'certs.' If he wasn't the daddy of the concept, he was certainly the favorite uncle. With Rich, it was an art form as well as a science. He had an innate ability to create ideas for vacation vouchers that were so unique and so highly valued, they were always quickly copied by competitors.

In fact, when a would-be competitor's company failed and left a paper trail of unredeemable certs behind them, Rich took over and fulfilled them on his own. He didn't recognize any revenue from the gesture, but he knew the

industry would have a big blot on it if someone didn't do something.

At one time Rich said, "We are leaders in both sales and customer satisfaction. Consistent delivery of a sound product is one of the keys to the success of Holiday Travel of America...." He said it, and he meant it. He was wholehearted and he was genuine.

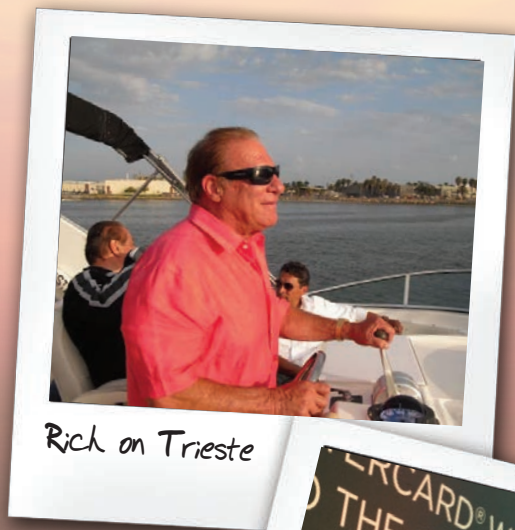
He was a generous philanthropist, as well. Many would be surprised and impressed at the level of his investment in his local community and, in particular, his service to those that benefit children such as The Boys and Girls Club of Carlsbad, St. Claire's Home (for troubled families), and Children's Hospital. Rich served for many years on the Honorary Board of the Angel's Depot, which supports underprivileged senior citizens.

"Of all of his charitable work, Rich was MOST involved in Angel's Depot," says Rich's widow Ann Romanello. "Angel's Depot's mission could be described as seeking to 'END SENIOR HUNGER for impoverished seniors, who are of the generations who fought our wars, paid taxes and built this great country for us.'"

Reaching back in history, Rich became the first manager of the musical group, Sly & the Family Stone, in 1967. At the time he owned a successful night club in the Bay Area, Winchester Cathedral. Rich commented that at the time, when top musicians such as Santana were getting their start, they would play a gig for as little as \$75.00 in cash.

Greg Errico, the original drummer for Sly and the Family Stone, remembers Rich as inspirational to the group and to him, personally. "He brought energy and enthusiasm to whatever he did. He raised the bar and inspired me to always strive for excellence."

Errico fondly remembers Rich as a pace-setter, even in later life. "He had a hard time walking in the last few years. When he'd go to Costco with his handicap sticker and found the handicapped spaces all taken, he just parked beside the shopping



Rich on Trieste



Rich and his ducky



Greg Errico and Rich at the Grammys



Rich and his wife Ann (at The Angel's Depot Annual Fundraising Gala)

A heartbroken staff of loyal HTOA employees wished to add their own, private sentiments:

"Rich was a great leader that showed us the way to success. He leaves behind a team of great leaders to pave the way to new boundaries."

--Nuvia Preciado, Reservations Supervisor

"I am extremely blessed to have known Rich for the last 10 years. He was a joy to everybody that knew him and worked for him and we will do what it takes to keep his legacy moving forward. The respect he received and gave to all was paramount to anybody I have ever worked for. He is sorely missed by me and all that he came across."

--Fern Vojnovich, Customer Service Manager

Rich will always be a great leader, role model and my determination and energy to keep his legacy

going. Remember, the difference between a boss and a leader... A boss says "Go", A leader says "Let's go".

--Estela Frias, General Manager

"Having worked for Rich nearly 21 years, he became one of my closest friends.

He was a brilliant, innovative, motivator, and the strong management team he put together will work hard to ensure that his legacy grows.

He always had a kind word and an interesting story to tell. The fond memories I have of him, will last me another 21 years!"

--Anne White, CFO / COO

Prior to his passing, Rich spent significant time with his personal attorneys to set up separate business and family trusts to ensure the company would survive moving forward and his family was taken care of. Today, Interim-CEO (and Board Member), Joe Hutchings is working closely with the company's executive and management teams to ensure Rich's vision lives on.

"The staff at HTOA and Assured Travel were devastated to learn of Rich's passing, but when the shock wore off, we looked at each other and committed ourselves to Rich's legacy", says Randy Fish, Vice President.

"Rich was not only my closest friend and our friendship ran very deep, but I served on the Board of Directors for his company for 20 years," says Joe. "The thing

carts. Apparently, he made a habit out of it because eventually the manager threatened to tow his car on the occasion.” But that was Rich: He was bold and audacious; the type to ask forgiveness, not permission.

“He recognized our group had talent in 1966,” Greg continues. “He was our manager up until the time Columbia Records signed us. After that, Rich promoted music shows for a while before getting involved in real estate with Boise Cascade. We lost track of one another for several years until twin brothers, Arno and Edwin Konings of The Netherlands who were writing a book about the group got us reconnected. I’m so glad they did. We’ve been close friends ever since.”

Years later after a stint at selling time-share, Rich launched Holiday Travel of America. About their startup in March 1988, Rich wrote, “We would like to thank Jim Watkins! Without his confidence and support, we might not be here today. We were only 30 days old when he gave us the opportunity to sell him 1,000 tour premiums a week for the next three years. Soon after, Winners Circle joint ventured with Shell Resorts and Shell joint ventured with Lawrence Welk Resorts, and we want to thank them all for bringing us along to do our job. We will never forget those start-up years.”

It is a sad paradox that Rich passed before celebrating the company’s 30th anniversary this past March.

Rich was always eager to acknowledge the contributions of others. At one time, he wrote, “To our Board of Directors: Joe Hutchings, Joe McAdams and Jim Broughton, you bring years

of experience and we are proud & blessed to have you.” He heaped further praise, on “Anne White, CFO; Randy Fish, VP and the great management team and staff that works so hard with a commitment to consumer satisfaction.”



Rich with Sly Stone



4th of July



Joe Hutchings, Bob Witte and Rich in front. Not sure who is rear left. Mark Jonah is rear right.



Rich dressed up for Halloween at the office. Mami Vice: ‘Sonny’ Crockett.

I most admired about Rich was that he continued to do the right things as it pertains to his commitment to excellence, integrity to his customers, and also for the company. It is because of that relationship that I am planning to continue in my capacity as a director and hope to assist in a smooth transition to ensure his long-term vision and legacy.”

Rich’s management team has been together a collective 140 years working, servicing various industries and will continue to lead the industry in innovation, customer service and providing memorable vacation experiences for all.

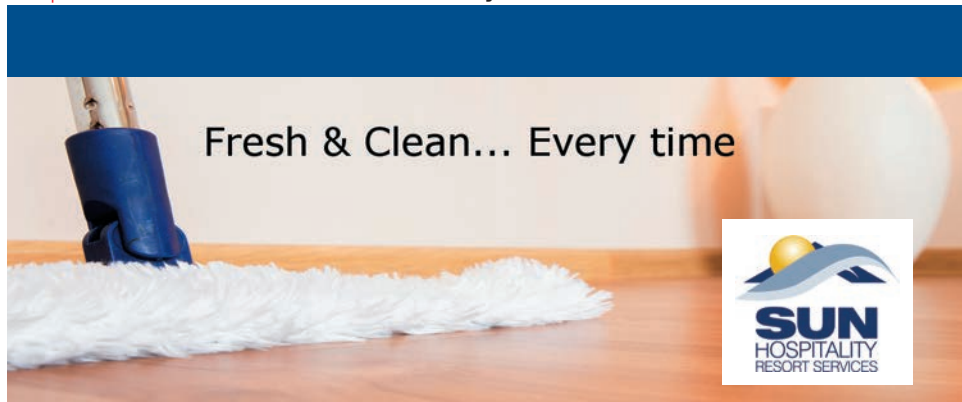
In my memory, Rich will always be the consummate charmer. His personality virtually sparked with energy and contagious enthusiasm for whatever project in which we were engaged. He provided true leadership that empowered others to think creatively. We were all

gratified to have his approval when it was earned or to learn from his suggestions when they were offered. That’s why I’m sure that the companies he launched – HTOA and Assured Travel – will continue his legacy under the guidance of Joe, Randy and Anne. They are inheriting the results of his mastery at deal-making and incredible imagination.

Adds Hutchings: “I think that Rich exemplified the most important part of life, which is living it. There’s not much that he missed. I have many, many tremendous memories and reflections of our relationship that will stay with me through the rest of my time!”

“Rich Romanello is the most amazing man I have ever known in my life,” says his wife Ann. “I think most of us who knew him well would say the same. I was so blessed to be with a man who was respected by his friends and family as well as by everyone he person-

ally worked with or did business with. Not only did he have so much integrity in how he lived and worked but he truly cared about his employees, clients and vendors. He gave his heart to everything he did and in our marriage his heart was mine and mine, his. Rich is my soulmate and dream husband! He helped me understand my true value and changed the way I see myself forever. A quote by Helen Keller that is helping me heal: ‘What we once enjoyed and deeply loved we can never lose, for all that we love deeply become a part of us.’ Rich will forever be a part of me, his family, his friends, his companies and the entire timeshare industry. That is Rich’s legacy!”



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by Mary Daust



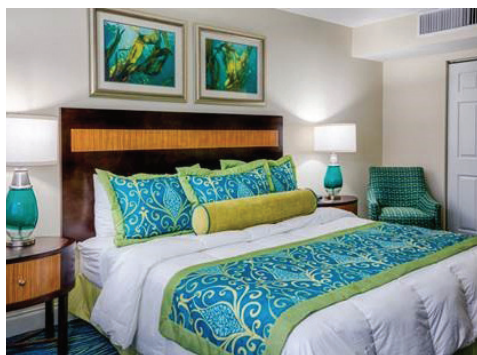
Every resort in its own way is special. It's special to the owners and guest because they are creating memories and they have chosen to visit and/or own that specific resort in that specific area. Its special to the management company because it has its own set of reserves, things to deal with, set of owners and board members and specific parts of the resort that profitable and parts that aren't. Every resort is special to the employees because it often

is where they spend more time than anywhere besides their own home.

Every resort we work on is extremely special to us here at Hospitality Resources & Design for all the reasons listed above and many more, sometimes special in a good way and sometimes in a bad way. We have had the good fortune of working all over United States and every resort has their special set of area attractions. That

might be the beach, mountains to ski on, places to hike, etc. and generally that special area attraction is what led someone to buy or rent there. For us the "special" part relates to floor plans and how much space we have to work with or not work with, where is the plumbing and electrical located, is the building up to code, does it adhere with ADA requirements and guidelines, budgets, timelines, decision makers, etc. For the intent of this article I am going to use a case studies and why we found it to be special to us.

Hollywood Beach Towers is located in Hollywood Florida and has a special set of opportunities. This specific property is managed by SPM and Trish Docherty, Regional Vice President. We became involved with this project at the very beginning of the planning phases. Hollywood Beach Towers was originally a college dormitory built in the late 1960s and converted to a timeshare in 1981 and had not been touched since. It still was dressed with mir-



roored walls, pastel case goods and an entire pastel color scheme, old cabinets, old appliances and all old plumbing. It was in dire need of a facelift.

The project started in 2013 and all the rooms were completed by March 2014. We phased the construction and FF&E install floor by floor so the property could still operate and be open. Our design intent was to create a coastal, modern, chic interior while ensuring all the products installed could withstand the hard use of timeshare and get it all installed during the down times. Like every project there were a set of perimeters we needed to work within to ensure the design was carried out the way it was intended and the whole project fits within the properties needs/ desires/ timelines/ budgets/ etc. This one certainly was special and needed special design to ultimately be specifically what the property needed and wanted.

You see, HBT was very special in the since that while it was a dormitory it had a bedroom side and a living room and kitchen side joined by one door, but each side had its own entrance to the corridor. It made the perfect scenario to create two units in one. Some electrical and plumbing had to be adjusted and moved, but ultimately the property or owner could use the entire unit and comfortably sleep 4 people or use one side and rent the other side.

On the bedroom side we installed king beds, a small dining table with two dining chairs, a lounge chair and a wall unit that consist of a dresser and two towers to the side that have shelves and compartments to house a mini fridge and coffee maker. Also in this room there is a bathroom with a walk

in shower and a full closet. All rooms look at the water and are very open. On the living room side we installed extremely comfortable murphy beds that fold down over a sofa, dining table with four dining chairs, a lounge chair and coffee table. On this side there is a full kitchen and full bathroom with a tub/shower combination. Now when an owner has their week they can utilize the entire unit or only one side, both sides now comfortably sleeping two.

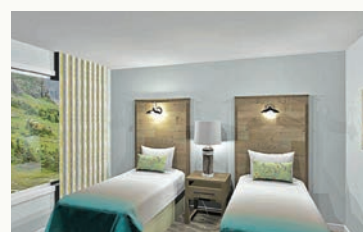
The improvement and quality of the new furnishings has allowed the property to expand their rental program which has substantially made the property more profitable. Hollywood Beach Towers was able to have the flexibility to create these unique room types and that has allowed them to increase the number of nights available by being capable of using them as one unit or two units. All bathrooms and kitchens were updated with bright white cabinets with modern lines do continue the coastal, chic look. Also installed was a neutral granite in all bathrooms and kitchen so continue the design intent and all new stainless appliances. We converted the bedroom side to have a walk in shower and kept the tub/ shower combo in the living room side.

This was a very large investment for Hollywood Beach Tower owners and took an enormous of time to plan and prepare for. Initially some owners had their reservations because they were concerned with the final functionality of the two separate units. So far everyone has been happy and, as noted before it has increased the profitability of the resort. It certainly had a set of special set of needs and requirements, but in the end it was a big commitment and a big success.



Mary Daust, ASID, LEED AP ID+C, is VP of Hospitality Resources & Design. A Florida-licensed designer, she specializes in hospitality design, renovations and refurbishments.

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Workplace Drug Abuse

Reducing the Risk of Impaired Workers

by Phillip Perry



Workplace drug abuse can threaten your bottom line in many ways. Higher absenteeism. Lower productivity. Costly accidents that spark customer lawsuits. Employers are facing a greater risk than ever from a growing culture of impairment that shows no signs of tapering off any time soon.

“We are seeing a real uptick in the number of employees testing positive for drug abuse,” says Nancy N. Delogu, shareholder in the Washington, D.C. office of Littler Mendelson, the nation’s largest law firm defending employers in labor disputes (littler.com). The portion of U.S. employees testing positive for marijuana, amphetamine and heroin has increased over the last three years to a 10-year high, according to the 2016 annual report from Quest Diagnostics, a Madison, N.J. company that tracks such matters (questdiagnostics.com). Just under four percent of employees now fail their urine drug tests.

Marijuana, opiates drive problem What’s driving the upsurge? Reason #1: Marijuana. “More states are legalizing marijuana for recreational and medical use,” says Calvin Fay, Executive Director of Drug Free America Foundation, and founder of the National Drug-Free Workplace Alliance (ndwa.org). “That has helped to normalize the drug and make it socially acceptable.” As marijuana becomes more popular, employers face greater liability when dealing inappropriately

with individuals under the influence. (For more on this problem, see the sidebar, “So Your State Has Legalized Marijuana. . .”)

Reason #2: Pain pill abuse. “The opioid epidemic has become a significant issue for small and medium sized employers over the past year,” says Dr. Donna R. Smith, Regulatory Compliance Officer in the Tampa Bay, FL office of Workforce QA, a nationwide third party administrator of drug free workplace programs (wfqa.com). Employers face the confusing task of responding appropriately to the abuse of these prescription drugs that employees can obtain legitimately or illicitly. Finally, the Quest survey revealed the fifth straight year of increases in detection rate of amphetamines and heroin in urine testing.

Drug abuse erodes profits
For employers, the risk is clear. “Workplace drug abuse is costly in terms of lower productivity, higher tardiness and absenteeism, greater use of medical benefits, and increased incidents of pilferage and shrinkage,” says Dee Mason, President of Working Partners, a consulting firm based in Canal Winchester, Ohio (workingpartners.com).

Then there is the higher incidence of accidents that can strain health care resources and lead to spikes in workers’ compensation premiums. “The drug abuser is more

than three and a half times as likely to have an accident on the job, and five times more likely to have an off-the-job accident that impacts workplace performance,” says Mason. “Some 47 percent of workplace accidents that result in serious injury and 40 percent of those that end in death have alcohol and other drugs involved.” The role of drugs in workplace accidents is highlighted in the Quest survey, where 6.9 percent of tested employees were positive for drug use.

Accidents, in turn, can spark costly lawsuits. The view in the courts today is that when a customer is hurt the employer is a fault. “It’s critically important for any business to protect employees and the public,” says Joe Reilly, President of his own drug testing consulting firm in Melbourne, FL. (www.joereilly.com). “At smaller companies especially, one accident can be devastating.”

Smaller businesses face special problems

“Smaller businesses with higher employee turnover are particularly at risk for workplace drug abuse,” says Mason. Many drug users realize they will be turned down for the permanent positions offered at larger employers where pre-employment drug tests are a matter of course. These individuals will instead apply for jobs at smaller organizations which may tend to skimp on drug testing. The risk is even higher at those businesses relaying on part time, temporary and seasonal workers. “Contrary to popular belief, some 70 percent of drug abusers are employed,” says Mason. “If they cannot get work with large established organizations they will apply at smaller ones.”

Drug Testing Can Help
Drug testing can help you protect

your own business from the costly effects of impaired workers. “Drug testing can be done on a pre-employment basis, as well as following workplace accidents,” says Fay. “It can also be done randomly, which can serve as an especially effective deterrent to drug abuse.” Indeed, employees very often cite random testing programs as the reason they do not get involved with illicit drugs.

You can also use “reasonable cause” as a test trigger. “Many employers have adopted what is called a ‘reasonable suspicion’ policy calling for intervention when the employer suspects the possibility of drug abuse,” says Delogu. “Different things can constitute reasonable suspicion. Maybe it’s behavior that suggests possible impairment. Or maybe it’s a tip received from a couple of co-workers who are friends of the employee. Or perhaps you learn that an employee was arrested and charged with a drug-related crime.”

Whatever the reason you test, you must conform to federal, state and local laws. “Some states do have limitations on drug testing,” says Delogu. “So in those jurisdictions make sure you know and comply with law.”

Respond carefully to positive tests And what to do if the drug test turns out to be positive? “There are two options,” says Delogu. “One is adverse employment action like termination. Some employers do that from the first, especially if they have made it clear from the beginning that employees who need help can come forward for assistance without fear of discipline.”

The second option is to offer someone an opportunity to get assistance. “A second chance usually involves an evaluation by a



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substance abuse professional and the opportunity to complete an education and/or treatment program and then undergo follow up testing,” says Delogu. “Rather than just tell the employee to enroll in a treatment program, have the person evaluated by a professional and agree to do what is prescribed.”

Many counselors urge employers to look seriously at a second chance for first offenders. “A large percentage of people who test positive for the first time are not dependent yet, but have recreationally imbibed,” says Mason. “If they

are dealt with properly, including counseling, they will walk the line and do better. They often turn into excellent, loyal employees.”

How to cut costs

Of course, drug testing is not free and you might be hesitant to engage in a program that adds to your expenses. Yet there are ways to save money without sacrificing quality. “Utilize non-profit resources such as the Drug Free America Foundation to link up with consortiums of other small employ-

ers so your buying power increases,” suggests Smith. The cost of a drug test typically runs around \$30 when purchased through a consortium, and around \$40 when purchased on the open market.

Other ways to save money: Test only for those drugs currently present in your community. “You can find out what drugs to test for by watching your local media,” says Mason. “They are usually good at picking up these stories. You can also ask your local law enforcement agencies, or the emergency rooms of area hospitals.

They can tell you what drugs they are seeing and what drugs are on an upswing.” Finally, in many states employers with drug free workplace programs qualify for reductions in workers’ compensation insurance premiums.

Bonus tip: “Opioids are widely available and abused despite efforts to limit their abuse,” says Delogu. “So if you do have a drug testing program, be sure you are testing for them.”

Prescription drugs pose problems

Bear in mind that testing will not uncover all drug use. “Drug tests are for the purpose of discovering illegal drug use, not legal use,” says Delogu. “You will not receive positive test reports for use of a drug that is prescribed by a physician. In such cases the medical officer will confirm the existence of the prescription and report the test as negative with no details included.”

This can pose a problem: What if an employee is exhibiting erratic behavior as a result of legal use of prescription drugs? In such a case, notes Delogu, you might still have actionable performance issues resulting from drug use. But you might also be required by law, or by your own personal preference, to accommodate the drug user with changes to job duties. Here, again, consult your attorney and conform to federal, state and local laws.

At the very least, your workplace policy can require employees to report any negative side



effects of prescription drugs. “Many prescribed drugs have warnings about operating machinery or driving vehicles,” says Reilly. “Every employer should have a policy with words such as these: ‘If you are on prescribed medication provide a statement from your physician as to whether or not you can perform your job.’ And while you cannot tell people not to take their prescribed medication, you can monitor and respond to resulting performance concerns, says Reilly. “If it turns out an employee using prescribed drugs cannot do an assigned job, consider accommodating the disability by reassigning duties, or granting medical leave for a set period of time.”

Testing alone is insufficient

A drug testing program can be dangerous in isolation. “The worst thing you can do is wake up one morning and decide to start testing people,” says Reilly. “If you get a positive, you then have to ask yourself ‘What do I do now?’” On the other hand, if your testing program is part of a more encompassing workplace drug policy, you’ll already know what to do. “Maybe it’s termination, or maybe it’s giving the employee a second chance with counseling and treatment.”

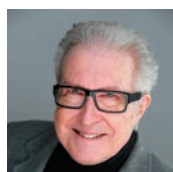
Your drug policy should be part of a larger Drug Free Workplace Program which includes education on the effects of drugs, supervisor training in spotting and responding to impaired employees, and access to counseling resources such as an Employee Assistance Program (EAP). While many EAPs gear their services toward large corporations, you may be able to join a local consortium of smaller employers who utilize an EAP at a reduced rate. And the benefits can go beyond a reduction of drug abuse. “People might turn to alcohol or

drugs to deal with depression after the death of a loved one or after a marital breakup, or other reasons,” says Fay. “Having a source to turn to for counseling is a much better alternative than drugs.”

Realize that when it comes to workplace drug policies, one size does not necessarily fit all. “Be mindful that a single policy about disclosure of medications and drug testing may not be suitable for all categories of workers,” says Smith. “Employees in safety critical jobs, who drive vehicles, who interface with clients or go into customer homes, may be subject to one set of policies. People in accounting and sales may be subject to another less restrictive set.”

Put the above formula in place, and your employees will think positively about your treatment of this growing issue. “The public may think of a Drug Free Workplace program, with its drug testing, as punitive in nature,” says Fay. “But it is actually positive, with its emphasis on education, wellness programs, and support for employees dealing with stresses in life.”

A well-designed drug free workplace program can reduce the costly effects of employee impairment. “You can never completely stop drug abuse in the workplace,” says Fay. “But you can tamp it down and minimize its impact.”



Phillip M. Perry is an award-winning business journalist based in New York City. He covers management, employment law, finance and marketing for scores of business magazines.



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Specialty: International Recovery Solutions (IRS) is a nationwide network of attorney and debt collection professionals. IRScollector seasoned team of third party collection specialists use sophisticated, next generation tools to maximise unyielding results. IRScollector’s understands that not all member’s situation are equal, so we dissect each case with aggressive and ethical collection tactics to preserve longterm member/client relationship.



Meridian Financial Services Inc.
1636 Hendersonville Rd Ste 135
Asheville, NC 28803 USA
Phone 1: (866)294-7120 ext. 6705
FAX: (828)575-9570
Email: gsheperd@merid.com
Website: www.merid.com
Contact: Gregory Sheperd
Specialty: Meridian Financial Services, Inc. is a sophisticated third-party collection agency able to provide service to whole and partial portfolios. Meridian understands the impact of bad debt, as well as the importance of keeping your owners’ accounts current, and preserving their confidence in the purchase decision. Services include third-party collections for domestic and international clients, no-cost-to-client recovery program, customized industry collection strategies, credit reporting, skip tracing, online services, and credit and collection consulting

COMMERCIAL HOTTUBS



HydroTher Commercial Hot Tubs
135 Matheson Blvd
East Mississauga, ON L4Z1R2
Phone: (800)891-5811 Ext 753
Fax: (416)759-3150
Email: ross@hydrother.com
Website: www.hydrother.com
Contact: Ross Middleton
Specialty: HydroTher factory-plumbed acrylic commercial hot tubs are installed in hundreds of facilities throughout North America. Some of the reasons for this success, are that HydroTher commercial hot tubs are more economical, contoured for increased body comfort and are considerably lighter (can be installed on upper level floors). In addition, our hot tubs arrive at your site pre-plumbed, therefore minimizing installation time.

COMPUTERS AND SOFTWARE



TrackResults Software
5442 South 900 East Suite 203
Salt Lake City, UT 84107 USA
Phone 1: 888-819-4807
Email: sales@trackresults.net
Website: www.trackresults.net
Contact: Ryan Williams
Specialty: TrackResults tracks and reports sales and marketing activity for people with no time to waste. Used in over 100 travel club and 50 timeshare sales centers because it is easy to use, fool-proof, and intuitive. Plus, it includes both custom dashboard and blazing fast analytical reporting to uncover the gaps and inefficiencies that slow you down.
• Real-time digital tour manifesting
• Web-based. No installation, equipment or IT department required.
• Data level security to protect your business.



TSS International
P.O. Box 262
Bountiful, UT 84011
Phone: 239-465-4630
Email: info@timesharesoft.com
Website: www.TimeShareSoft.com
Contact: Monika Voutov
Specialty: TSSI provides superior service to resorts and travel clubs in US, Canada and Mexico since 1998. Enterprise-level, Web-based, Fast, Powered by Oracle. Highly customizable, infinitely scalable and configurable. “All-inclusive” affordable monthly fee for a full-feature Hosted System that includes: Maintenance Fees, CC payments, Rentals, Deposits, Reservations, Sales, Marketing, Bulk Billing, Front Desk, Owner Portal, Extensive Reporting, Custom Reports, Accounting, Integration with Expedia, Booking.com, RCI and others. Various integrations with other software. Month-to-month. Cancel any time!



RNS Timeshare Management Software
410 43rd St W
Bradenton, FL 34209
Phone 1: (941)746-7228 x107
FAX: (941)748-1860
Email: boba@rental-network.com
Website: www.TimeshareManagementSoftware.com
Contact: Bob Ackerman
Specialty: Designed for legacy fixed and floating time resorts, our software solution streamlines the reservation and accounting functions for TS resorts. Plus our responsive On-Line Booking module allows you to show the weeks available to rent (owner or association weeks) on your web site for booking by the traveler. Includes A/R module to invoice and collect owner fees. One simple package to automate your existing TS resort

COMPUTERS AND SOFTWARE



TimeShareWare
855 W 300 N
Kaysville, UT 84037
Phone 1: (801)444-3113
FAX: (801)444-3143
Email: sales@timeshareware.com
Website: www.timeshareware.com
Specialty: TimeShareWare provides resort management software for all sizes and types of shared-ownership resorts, including vacation clubs, fractional properties, condo-hotels, vacation rentals, timeshare, and mixed-use hotels. Whether you are looking for a simple cloud-based, out-of-the box solution or a customized end-to-end enterprise application, TimeShareWare has what you need.

CONTENT MARKETING



SharonINK
P.O. Box 261
Crossville, TN 38557
Phone: 310-923-1269
Email: Sharon@SharonINK.com
Website: www.SharonINK.com
Contact: Sharon Scott Wilson, RRP
Specialty: Writes print/online content for blog posts, feature-length articles, and social media. Content Manager Sharon Wilson is experienced in planning and implementation of online marketing strategy and is a prolific business writer. Her timeshare industry-focused B2B articles have appeared on numerous occasions in Resort Trades, DEVELOPMENTS (ARDA's magazine) and other media. She frequently contributes B2C blog posts and materials for clients on behalf of her PR firm, SharonINK PR & Marketing

DIRECT MAIL AND MARKETING



LogiCall Marketing
4411 S 40th St, Ste D-10
Phoenix, AZ 85040 USA
Phone 1: 602-483-5555 xt. 101
Email: tpranger@logicall.net
Website: www.logicall.net
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing
With our multi-faceted campaigns, it's never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

ESTOPPEL PROCESSING



RequestmyEstoppel.com
3659 Maguire Blvd #100
Orlando, FL 32803
Phone: (833)877-7638
FAX: (321)281-6009
Email: Dave@requestmyestoppel.com
Website: www.RequestmyEstoppel.com
Specialty: Online software for Estoppel Processing. You handle owner communications; we automate paperwork! Saves your staff time, is customized for your operation and can be accessed through a desktop or mobile device. Automates the entire process digitally including producing the estoppel package, handling correspondence and recording each detail. If the resort charges a fee for producing the estoppel, RequestMyEstoppel.com will collect it up front, sending the resort/management company a detailed report and a check.

EXCHANGE COMPANIES



Dial An Exchange LLC
7720 N 16TH ST STE 400
Phoenix, AZ 85020 USA
Phone 1: 800-468-1799
Phone 2: 602-516-7682
FAX: 602-674-2645
Email: michelle.caron@daelive.com
Website: www.daelive.com
Contact: Michelle Caron
Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:
• A free membership option
• A Gold Advantage membership option
• 24 hour access to live worldwide inventory
• Prepaid exchange voucher programs
• Prepaid bonus week voucher programs
• Revenue share programs
• A Brandable exchange platform that can be used as a compliment to any internal exchange program



RCI
9998 N Michigan Rd
Carmel, IN 46032 USA
Phone 1: (866)913-2370 TOLL FREE
Email: RCI.Affiliates@rci.com
Website: www.RCIAffiliates.com
Specialty: RCI is the worldwide leader in vacation exchange with approximately 4,500 affiliated resorts in more than 100 countries. RCI pioneered the concept of vacation exchange in 1974, offering members increased flexibility and versatility with their vacation ownership experience. Today, through the RCI Weeks® program, the week-for-week exchange system, and the RCI Points® program, the industry's first global points-based exchange system, RCI provides flexible vacation options to its over 3.8 million RCI subscribing members each year.



A Better Way to Exchange
Resort Travel & Xchange
521 College St
Asheville, NC 28801 USA
Phone 1: 828-350-2105 Ext. 4448
Email: cviolette@rtx.travel
Website: www.rtx.travel
Contact: Corina J. Violette, Director of Resort Partnerships
Specialty: Resort Travel & Xchange (RTX) is a timeshare and vacation ownership exchange company based in Asheville, N.C. RTX works with a number of resorts and developers to provide the best exchange options possible to its members. In addition to exchange services, RTX offers a number of travel benefits and discounts to members. Additionally, RTX provides low-cost benefits to partners including opportunities for rental income through assistance with resort inventory. RTX has approximately 70,000 members.



Trading Places International
25510 Commercentre Dr Ste 100,
Lake Forest, CA 92630
Phone: (800)365-1048
Fax: (949)448-5141
Email: jesse.harmon@tradingplaces.com
Website: www.tradingplaces.com
Contact: Jesse Harmon
Specialty: At Trading Places (TPI), customer service isn't just a friendly voice; its offering what our members really want. TPI recognizes the outstanding performance of the vacation ownership industry, and has developed, for over 40 years, a collection of vacation products and services which vacation owners, developers, and resort associations consider truly valuable – including our FREE Classic exchange membership allowing members to trade through TPI with no annual fee.

FINANCIAL SERVICES



ResortCom International L.L.C.
6850 Bermuda Road
Las Vegas, NV 89119 USA
Phone 1: (702)263-9650
FAX: (619)683-2077
Email: sbahr@resortcom.com
Website: www.rresortcom.com
Contact: Scott Bahr
Specialty: ResortCom provides timeshare management software, financial services, and call center solutions to the hospitality industry. Our full suite of client services includes innovative contact center solutions, reservations, member services, and financial services, enabling our clients to grow at a quicker pace. As the most established provider of member services exclusively to the hospitality/timeshare industry, we are ready to be your partner, helping you achieve exceptional results with rock solid security.



WithumSmith+Brown, PC
1417 E Concord St
Orlando, FL 32803
Phone: (407)849-1569
Fax: (407)849-1119
Email: lcombs@withum.com
Website: www.withum.com
Contact: Lena Combs
Specialty: Founded in 1974, WithumSmith+Brown, PC ranks in the top 30 largest public accounting and consulting firms in the country with offices in New Jersey (including its Princeton headquarters); New York City, NY; Orlando and West Palm Beach, FL; Philadelphia, PA; Boston, MA; Aspen, CO; and Cayman Island. For more information, please contact Withum's Timeshare Services Team Leaders Lena Combs (lcombs@withum.com) or Tom Durkee (tdurkee@withum.com) at (407) 849-1569 or visit <http://www.withum.com>.

FLOOR SAFETY PRODUCTS



Musson Rubber
PO Box 7038
Akron, OH 44306 USA
Phone 1: (800)321-2381
FAX: (330)773-3254
Email: rsegers@mussonrubber.com
Website: www.mussonrubber.com
Contact: Bob Segers
Specialty: Musson is a manufacturer and distributor of rubber, vinyl and aluminum stair treads, nosings, entrance matting, carpet walk off mats, custom logo mats, weight room matting, anti-fatigue matting and a variety of other specialty flooring products for a variety of applications throughout commercial facilities. If you have a flooring need, we have a solution!

GROUNDS MAINTENANCE



Mean Green Mowers
4404 Hamilton Cleves Rd Unit 2
Hamilton, OH 45013
Phone 1: (513)738-4736
FAX: (513)738-0516
Email: chrisc@meangreenproducts.com
Website: www.meangreenproducts.com
Contact: Chris Conrad
Specialty: Powerful, quiet, lithium-electric commercial all day mowers, hand held equipment and cordless electric backpack blowers. Made in the USA. Zero emissions, low noise, no routine maintenance and zero fuel. Mean Green provides a complete line: CXR 52/60" ZTR, 48" Stalker stand on, 33" WBX-33HD walk behind, MGP-20 push mower, BLAST! Backpack blower, and operator-cooled battery backpack line trimmer with attachments. Perfect for hotel and resort communities by providing a low noise alternative to lawn care!

HOSPITALITY INTERIOR DESIGN



Hospitality Resources & Design, Inc.
919 Outer Road Suite A
Orlando, FL 32814
Phone: 407-855-0350
Fax: 407-855-0352
Email: rich@hrdorlando.com
Website: www.hrdorlando.com
Contact: Rich Budnik
Specialty: Hospitality Resources & Design is a licensed interior design firm. Services include interior design, LEED AP, kitchen & bath, purchasing, project management and installation. We strive to create long-term partnerships with clients by listening to and understanding their unique goals. The team uses their expertise to provide clients with innovative design while completing projects on time and in budget. Regardless of scope or location, we are happy to travel to you to begin a successful collaboration.

HOUSEKEEPING SERVICES



Jani-King International Inc.
16885 Dallas Parkway
Addison, TX 75001 USA
Phone 1: 800-552-5264
Phone 2: 972-991-0900
Email: enewburn@janiking.comm
Website: www.janiking.com
Contact: Eric Newburn, Director of Hospitality
Specialty: Jani-King provides housekeeping and cleaning services to timeshares/resorts worldwide. Jani-King is trusted by industry leaders for our commitment to owners and guests' satisfaction. Our superior quality control system ensures accountability on our side so that your resort receives unmatched service.



Sun Hospitality Resort Services
4724 Hwy. 17 Bypass South
Myrtle Beach, SC 29588 USA
Phone 1: (843)979-4786
FAX: (843)979-4789
Email: dfries@sunhospitality.com
Website: www.sunhospitality.com
Contact: David Fries
Specialty: We are a turn-key housekeeping provider for the timeshare industry with over 40 years of combined hospitality operations and resort services experience. Sun delivers unparalleled accountability with tailor-made services to meet your unique operational needs. Sun maintains high standards for quality through our fully trained staff. From our Inspectors to our Regional Directors, our supervisors are accredited with Sun Certified Inspector (SCI) designation. "Fresh and Clean... Every time."

HOUSEWARES



Lodging Kit Company
13492 State Route 12
Boonville, NY 13309
Phone 1: (800)328-8439
FAX: (315)942-5622
Email: emartin@lodgingkit.com
Website: www.lodgingkit.com
Contact: Eric M. Martin
Specialty: Lodging Kit is an international supplier of housewares, linens, and furnishings to the resort and hospitality industries. From it's three US distribution centers in New York, Florida and Nevada, the company can supply open stock items as well as unit packed kits for new installations and refurbish projects.

SUPPLIER DIRECTORY

LANDSCAPE AMENITIES



The Brookfield, Co.
4033 Burning Bush Rd
Ringold, GA 30736 USA
Phone 1: (706)375-8530
FAX: (706)375-8531
Email: hgjones@nexband.com
Website: www.thebrookfieldco.com
Contact: Hilda Jones
Specialty: The Brookfield Co. designs and manufactures fine concrete landscape furnishings. Offering 70+ styles/sizes of planters plus fountains, benches, finials and stepping stones, this company provides the best in customer service. All products are hand cast and finished in fiber-reinforced, weather durable concrete. Many beautiful finishes are offered. Custom work is available.
Still run by the two founders and designers, the 30 yr. old Brookfield Co. sells direct to landscape professionals, developers and retailers. Site delivery nationwide. All products ship from Ringgold, GA

LEAD GENERATION



LogiCall Marketing
4411 S 40th St, Ste D-10
Phoenix, AZ 85040 USA
Phone 1: 602-483-5555 xt. 101
Email: tpranger@logiCALL.net
Website: www.logicall.net
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing
With our multi-faceted campaigns, it’s never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

LENDING INSTITUTIONS



CapitalSource
5404 Wisconsin Avenue
Chevy Chase, MD 20815 USA
Phone 1: 301-841-2717
Phone 2: 800-699-7085
FAX: 301-841-2370
Email: jgalle@capitalsource.com
Website: www.capitalsource.com
Contact: Jeff Galle
Specialty: CapitalSource, a division of Pacific Western Bank is a commercial bank headquartered in Los Angeles, California. We lend to Resort Developers and Operators throughout the United States and Canada. With a resort portfolio of more than \$1 Billion, we are the leading lender in the resort industry. We provide \$5-\$30 MM inventory loans and \$10-\$60 MM hypothecation loans. Knowledge of the industry and demonstrated financial strength differentiate us from our competition



Colebrook Financial Company, LLC
100 Riverview Center Ste 203
Middletown, CT 06457 USA
Phone 1: (860)344-9396
FAX: (860)344-9638
Email: bryczek@colebrookfinancial.com
Website: www.colebrookfinancial.com
Contact: Bill Ryczek
Specialty: Colebrook Financial Company, focusing on timeshare lending, provides hypothecation and other financing products for small and mid-sized developers and can offer loans in amounts ranging from \$100,000 to \$30 million or more. We have an innovative approach to financing with rapid turnaround, personal service and no committees. You’ll always talk to a principal: Bill Ryczek, Jim Bishop, Fred Dauch, Mark Raunikar and Tom Petrisko, each of whom has extensive timeshare lending experience

LENDING INSTITUTIONS



Wellington Financial
1706 Emmet St N Ste 2
Charlottesville, VA 22901 USA
Phone 1: 434-295-2033 ext. 117
Email: sbrydge@wellington-financial.com
Website: www.wellington-financial.com
Specialty: Wellington Financial has financed the timeshare industry without interruption since 1981. Specializing in receivables hypothecation, inventory and development loans of \$10,000,000 and up, we’ve funded over \$5 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With over 35 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates.



Whitebriar Financial Corporation
575 Mystic Drive PO Box 764
Marstons Mills, MA 02648
Phone: (508)428-3458
Fax: (508)428-0607
Email: hvswwhitebriar@aol.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Timeshare and Vacation Receivables Financing. We will Lend money on your Receivables, or we will Buy them if you prefer. Either way, you retain access to your customers. Fast fundings up to \$3 million, including low “FICO” scores. We also finance HOA’s, and assist in workouts & restructures.

MINIATURE GOLF



Cost of Wisconsin, Inc.
3400 Harbor Ave SW Ste 242
Seattle, WA 98126
Phone: (800)221-7625
Fax: (206)223-0566
Email: cfoster@costofwisconsin.com
Website: www.costofwisconsin.com
Contact: Chris Foster
Specialty: Since 1957, COST has been an industry leader in theme construction services. Our highly specialized team works collaboratively with resort owners and developers to deliver customized miniature golf courses that will turn unused, or underutilized, resort space into a profit center. Whether interests include prefabricated miniature golf kits, such as our Micro-Golf® system, or our on-site constructed Adventure Golf, our courses can be developed to fit nearly any space and any realistic budget. Please contact us for more information

NON-JUDICIAL FORECLOSURES



Cunningham Asset Recovery Services
1030 Seaside Drive
Sarasota, FL 34242 USA
Phone 1: 844-342-1196
Email: kmattoni@msn.com
Website: www.timesharenonjudicialforeclosure.com
Contact: Kevin Mattoni
Specialty: Since 1987, Cunningham Property Management has specialized in vacation ownership. Our newest service, C.A.R.S., offers lowest cost, fastest, non-judicial foreclosure to associations, lenders, developers in several states. Resolve delinquency, probate, divorce, no name or address, in 5-6 months. Title insurance available. Large and Small accounts welcome. Large accounts \$265, less than 100 accounts \$345. 100% client repeat and referral. Let us solve your delinquent account problems

OPERATIONS SUPPLIES & EQUIPMENT



AMTEX
736 Inland Center Drive
San Bernadino, CA 92408
Phone: (800)650-3360 Ext 304
Email: JAY WADHER jay.wadher@myamtex.com
Website: www.myamtex.com
Contact: Sujay Wadher
Specialty: AMTEX is a leading national distributor of hotel lodging and maintenance supplies. Specializing in bedding, textiles, housekeeping supplies, room amenities/accessories.

OUTDOOR AMENITIES



Kay Park Recreation Corp.
Janesville, IA 50647 | USA
Phone: 800-553-2476
FAX: 319-987-2900
Email: marilee@kaypark.com
Website: www.kaypark.com
Contact: Marilee Gray
Specialty: Manufacturing “America’s Finest” park equipment to make people-places people-friendly, since 1954! Product line includes a large variety of outdoor tables, benches, grills, bleachers, litter receptacles, drinking fountains, planters, pedal boats, and more!

PEST CONTROL



Applied Science Labs
PO Box 2416
Mckinney, TX 75070
Phone 1: (619)825-2121
FAX: (732)892-0085
Email: appliedsciencelabs@att.net
Website: www.vaxinatewith88.com
Contact: Rodger Williams
Specialty: Bed Bugs! ONE and DONE. The ONLY product proven to eliminate or prevent bed bug infestation in ONE Treatment and back in service and back in service the same day!
• Kills on contact Knock ‘em down and keep ‘em down.
• Eliminates or.... Prevents for up to 12 months with lab and field proven Residulen™!
• 100% nontoxic, hypoallergenic and odor free
• Because it is 100% nontoxic.....you can Do It Yourself and save!
• Back-in-service the SAME day!

PEST CONTROL/DISINFECTANT



SteriFab
PO Box 41
Yonkers, NY 10710
Phone: (800)359-4913
Fax: (914)664-9383
Email: Sterifab@sterifab.com
Website: www.sterifab.com
Contact: Mark House
Specialty: Approaching its 50th year on the market. STERIFAB continues to set new standards as it continues to be the only EPA registered product that both disinfects and kills bed bugs and other insects. This ready to use product is available in all 50 States and is ready to use. Available in pints, gallons and 5- gallon containers. STERIFAB.COM 1-800-359-4913

PET SANITATION



DOGIPOT
2100 Principal Row, Suite 405
Orlando, FL 32837 USA
Phone 1: 800-364-7681
Website: www.dogipot.com
Contact: David Canning
Specialty: DOGIPOT® has numerous product designs made from various materials to help fit all of the possible needs of our customers in helping solve their dog pollution issues. We have the most aesthetically pleasing, commercially durable products on the market that are very economical. No one can match our experience, customer service, selection of products or reputation in the market. DOGIPOT® products offer dependability that saves you money!

POOL & WATER FEATURES EQUIP. & MAINT



ChlorKing, Inc.
6767 Peachtree Industrial Blvd
Norcross, GA 30092
Phone 1: 770-452-0952
Phone 1: 800-536-8180 Toll-Free (US)
FAX: 770-685-6576
Email: steve@chlorking.com
Website: www.chlorking.com
Contact: Steve Pearce
Specialty: ChlorKing® Saline-Based Pool Sanitization Systems ChlorKing® salt systems give commercial swimming pools, spas and water parks the most cost-effective, safest water sanitization system available. Patented, heavy-duty ChlorSM® salt chlorination and NEX-GENpH® onsite batch chlorine generation systems keep water clean and lower annual operating costs substantially while eliminating the need handle toxic chlorine, which can cause fires or create dangerous gases when mishandled. Combine with Sentry UV systems to enhance control of pathogens. Finance systems over 36 or 60 months.



Hammerhead Patented Performance
1250 Wallace Dr STE D
Delray Beach, FL 33444
Phone: (561)451-1112
Fax: (561)362-5865
Email: info@hammerheadvac.com
Website: www.hammerheadvac.com
Contact: Customer Service
Specialty: For 20 years, Hammer-Head has led the way in low-cost, safe, easy-to-use manual pool vacuum systems. Our portable, rechargeable, battery powered vacuums are designed for speed and simplicity. Remove debris without using the filtration system and cut your pool vacuum time in half, without shutting down the pool. Hammer-Head cleaning units are made in America and are the #1 choice of military, cruise line, resort, fitness club, and city managers from Key West to Okinawa.

POOL & WATER FEATURES EQUIP. & MAINT



LaMotte Company
802 Washington Ave
Chestertown, MD 21620
Phone: (800)344-3100
Fax: (410)778-6394
Email: rdemoss@lamotte.com
Website: www.lamotte.com/pool
Contact: Rich DeMoss
Specialty: The Mobile WaterLink® SpinTouch™ lab is designed to be used onsite. The precise photometer can measure 10 different tests in just 60 seconds to obtain perfect water chemistry. All the tests results can be viewed on the touchscreen or can be transferred into our DataMate water analysis program. Achieve precision without time consuming test and clean-up procedures. Visit www. waterlinkspintouch.com for more information.

POOL RENOVATIONS



RenoSys Corporation

2825 E 55th Place
Indianapolis, IN 46220
Phone: 800.783.7005
Fax: 317.251.0360
Website: www.renosys.com
Contact: Kym Webster
Specialty: For three decades RenoSys has been Fixing North Americas Pools, Gutters and Decks. Our cost-effective pool renovation solutions have been used by over 5,000 facilities to make old pools like new again. We also manufacture new stainless steel spas and pools, slip-resistant pool decking, pool gutters and grating, and safety padding. We also offer chloramine removal solutions for indoor pools. Call today for a free quote.

PUBLIC RELATIONS



GBG & Associates

500 West Harbor Drive #822
San Diego, CA 92101 USA
Phone 1: 619-255-1661
Email: georgi@gbgandassociates.com
Website: www.gbgandassociates.com
Contact: Georgi Bohrod
Specialty: Public Relations: Positioning Strategy, Placement and Reputation Management
Let GBG create a positive platform for new business development and increase awareness. We provide resources and spearhead tailor-made B2B or B2C strategic plans incorporating both paid and earned media, as well as social media campaigns and marketing collateral materials. We manage many moving parts for an effective, comprehensive communications and reputation management program. Three decades of vacation industry success..

RECEIVABLE FINANCING



Whitebriar Financial Corporation

575 Mystic Drive PO Box 764
Marstons Mills, MA 02648
Phone: (508)428-3458
Fax: (508)428-0607
Email: hvswhitebriar@aol.com
Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Timeshare and Vacation Receivables Financing. We will Lend money on your Receivables, or we will Buy them if you prefer. Either way, you retain access to your customers. Fast fundings up to \$3 million, including low “FICO” scores. We also finance HOA’s, and assist in workouts & restructures.

RECREATIONAL GAMES



The Chess House

PO Box 705
Lynden, WA 98264 USA
Phone 1: (360)354-6815
FAX: (360)354-6765
Email: raphael@chesshouse.com
Website: www.chesshouse.com
Contact: Raphael Neff
Specialty: Unplug the gadgets and refresh with a great game for sheer fun. Improve IQ, focus, and face to face time with your loved ones. Chess House has helped countless parks and resorts obtain a low cost, high visibility Giant Outdoor Chess that’s easy to maintain and fun for everyone from toddlers to veterans.

RENTALS AND RESALE



SellMyTimeshareNow, LLC

100 Domain Drive, Suite 105
Exeter, NH 29585
Phone: 877-815-4227
Email: info@sellmytimesharenow.com
Website: www.sellmytimesharenow.com
Contact:
Specialty: SellMyTimeshareNow.com is the largest and most active online timeshare resale marketplace worldwide. We provide a proven advertising and marketing platform to timeshare owners, while offering the largest selection of resales and rentals to buyers and travelers. With over 5.1. million visits to our family of websites and more than \$270 million in purchase and rental offers delivered to advertisers annually, we have been serving the needs of owners and non-owners alike since 2003

RENTALS AND RESALE



Timeshares Only LLC

4700 Millenia Blvd.
Ste. 250 Orlando FL 32839
Phone 1: 800-496-1400
Fax: 407-477-7988
Email: paul.rotter@timesharesonly.com
Website: www.timesharesonly.com
Contact: Paul Rotter
Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 20 years. We connect timeshare buyers, sellers, and renters on our online resale platform. Timeshares Only also enhances the timeshare product value by providing owners with maintenance fee relief, numerous monetization options, and exclusive access to the largest selection of travel benefits at remarkable prices. It’s a whole new timeshare resale experience



Vacation Management Services

3200 Ironbound Road
Williamsburg, VA 23188
Phone 1: (855) 201-8991
Email: info@vacationmanagementservices.com
Website: www.VacationManagementServices.com
Specialty: Vacation Management Services offers free management services for timeshare point owners. Looking for a free, reliable closing tool? Or to preserve confidence in an owner’s purchase decision? Our program ensures point owners have a reputable resource for generating revenue to help cover maintenance fees. Relieve your potential buyers of the worry of paying for unused vacation time. Our program promises to make their ownership experience great, allowing enjoyment of their investment on their own terms.

RESALES



Bay Tree Solutions

400 Northridge Rd., Ste. 540
Atlanta, GA 30350
Phone: 800-647-4130
Email: DMilbrath@BayTreeSolutions.com
Website: www.BayTreeSolutions.com
Contact: Doug Milbrath
Specialty: Bay Tree Solutions is an advertising and marketing company that specializes in assisting owners to resell their vacation ownership interests at a fair price. By avoiding desperate sellers and distressed properties and by using our consultative method, for eleven years we have repeatedly guided clients who sell for prices 30-to-50 percent higher than our closest competitors. Bay Tree provides resort operators, as well as servicing and collection agencies, with a trusted ally.

RESERVE STUDIES



Advanced World Concepts Inc.

2237 Del Mar Scenic Parkway
Del Mar, CA 92014
Phone 1: 858-755-8877
FAX: 858-755-2754
Email: sales@prasystem.com
Website: www.prasystem.com
Contact: Bill Chaffee
Specialty: Since 1989 PRA Consultants, certified reserve professionals licensed and trained in implementing the PRA System, have prepared the most accurate timeshare Reserve Studies. They utilize property plat maps and model floor plans for planning and scoping how reserve items will be grouped, budgeted and tracked based on the property’s common areas, buildings, and unit model configurations. This provides for a reserve management plan that is easily understood providing optimized contributions projecting that sufficient reserve funds will be available when needed.

SALES AND MARKETING



Resort Management Services

10745 Myers Way S
Seattle, WA 98168
Phone: (888)577-9962
Fax: (206)439-1049
Email: doug@resortmanagementservices.net
Website: www.resortmanagementservices.com
Contact: Douglas Murray
Specialty: Resort Management Services provides resort developers and HOAs with customized sales programs that generate revenue and enhance benefits for current owners, We reinvigorate membership usage and specializes in meeting with owners and members in their communities. Targeting users and non-users, RMS develops innovative new benefits tailored to improve specific member needs.

SHADE PRODUCTS



FiberBuilt Umbrellas & Cushions

PO BOX 9060
Fort Lauderdale, FL 33310
Phone: (866)667-8668
Fax: (954)484-4654
Email: jordan@fiberbuiltumbrellas.com
Website: www.fiberbuiltumbrellas.com
Contact: Jordan Beckner
Specialty: FiberBuilt is the leading manufacturer of contract grade fiberglass ribbed umbrellas for the hospitality industry. Our innovative rib construction ensures strength, resilience and durability across our full line of shade products. Our wide selection of custom cushions and pillows make a fashion statement at competitive prices. Every pool area, outdoor lounge and al fresco dining space is enhanced and made more comfortable with FiberBuilt’s umbrellas and cushions which complement your design aesthetic and fit your budget.

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Dial An Exchange LLC

7720 N 16TH ST STE 400
Phoenix, AZ 85020 USA
Phone 1: 800-468-1799
Phone 2: 602-516-7682
FAX: 602-674-2645
Email: michelle.caron@daelive.com
Website: www.daelive.com
Contact: Michelle Caron
Specialty: Simple, no fuss exchange service with a priority on personal service for the consumer. We offer members and business partners:
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• A Gold Advantage membership option
• 24 hour access to live worldwide inventory
• Prepaid exchange voucher programs
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• Revenue share programs
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Fax: (305)858-2882
Email: info@spiinc.com
Website: www.spiinc.com
Contact: George Stemper
Specialty: SPI is the preferred software for selling and managing timeshare properties, vacation ownership clubs and resorts. SPI’s Orange timeshare software is a comprehensive suite of services that includes sales and marketing, property management, billing maintenance and more. SPI is a global company with our software installed on five continents providing a breakthrough product based on over 30 years of industry experience. This includes an advanced user interface, all major integrations and cloud-based extendible applications.

SOFTWARE



Timeshare Pro Plus

3659 Maguire Blvd #100
Orlando, FL 32803
Phone: (833)877-7638
FAX: (321)281-6009
Email: Dave@TimeshareProPlus.com
Website: www.TimeshareProPlus.com
Contact: Dave Heine
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LogiCall Marketing

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Phoenix, AZ 85040 USA
Phone 1: 602-483-5555 xt. 101
Email: tp ranger@logicall.net
Website: www.logicall.net
Specialty: Day Drives and Mini-Vacs for Timeshare and Vacation Clubs. Direct Mail, Internet Marketing and Inbound Telemarketing
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Orlando, FL 32803
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Email: dave@timeshareresaleclosings.com
Website: www.Timeshareresaleclosings.com
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Sharon, PA 16146
Phone: (724)347-1061
FAX: (724)347-4310
Email: shari@timesharetitle.com
Website: www.timesharetitle.com
Contact: Shari Allen
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TOUR GENERATION



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With our multi-faceted campaigns, it’s never been easier to generate prospective buyers. With 40 years of industry knowledge, we know how to keep our clients ahead of the competition. Call today to discuss which marketing platform is best suited to achieve your goals and learn why we are the future of tour generation.

TRADE ASSOCIATIONS



C.A.R.E. Cooperative Association of Resort Exchangers
P.O. Box 2803
Harrisonburg, VA 22801
Phone: 800-636-5646 (U.S. & Canada) 540-828-4280 (Outside U.S. & Canada)
FAX: 703-814-8527
Email: info@care-online.org
Website: www.care-online.org
Contact: Linda Mayhugh, President
Specialty: Established in 1985, C.A.R.E. is one of the industry’s leading associations in ethical standards and value propositions. Its internationally diverse member base includes Resort Developers, Management and Exchange Companies, HOA’s, Travel Clubs and Wholesalers as well as industry suppliers bringing value-added revenue enhancement opportunities. Members that possess or seek rentable inventory for fulfillment set the foundation of C.A.R.E. with a multitude of scenarios for securing client vacations, increased inventory utilization and heightened yield management.

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Augusta, GA 30917
Phone 1: (888)227-7925
FAX: (706)863-5808
Email: m.sicard@clubcar.com
Website: www.clubcar.com/us/en/commercial.html
Contact: Mary Sicard
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TRAVEL CLUB



Global Connections, Inc.
5360 College Blvd, Suite 200
Overland Park, KS 66211 USA
Phone 1: 913-498-0960
Email: mgring@gcittravel.net
Website: http://www.explorepci.com
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800-477-6331, ext 108

TRAVEL INCENTIVES



Executive Tour and Travel Services, Inc.
301 Indigo Drive
Daytona Beach, FL 32114 USA
Phone 1: 866-224-9650
Email: Frank@ettsi.com
Website: www.ETTSI.com
Contact: Frank Bertalli
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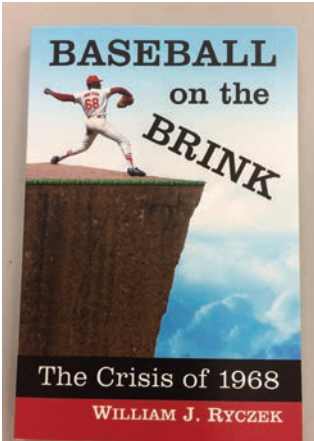
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OTHER



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Congratulations to Colebrook Financial's Bill Ryczek on the publication of *Baseball on the Brink, The Crisis of 1968*, available at mcfarlandpub.com. The book examines the perfect storm created by lagging interest from fans, inept attempts to expand the league for the 1969 season, plus the impact of societal disruption during the Vietnam War Era, and how it almost brought the game to its knees. Ryczek's thoughtful narrative is accompanied by the same keen wit evidenced in his other contributions to the sport, including *When Johnny Came Sliding Home: The Post-Civil War Baseball Boom, 1865-1870*; *Crash of the Titans: The Early Years of the New York Jets and the AFL and Baseball's First Inning: A History of the National Pastime Through the Civil War*. Ryczek is well known among resort industry professionals as a principal of the lending firm, Colebrook Financial Corporation.

“ I don't know of a resort manager who isn't familiar with the publication,” says Cunningham Management Vice President Kevin Mattoni. “In fact, whenever I visit a manager, Resort Trades is almost always somewhere handy in their office. The fact that a manager keeps it close by shows they're reading it. Managers have too much clutter to hold onto anything they're not reading.”

Cunningham Management
Vice President Kevin Mattoni



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