

# TAHOE SANDS RESORT

Management tailored to your vision.



Creating Quality Experiences for Owners, Guests, and Associates.



GRAND PACIFIC RESORTS®





*Nigel Lobo* RRP  
Chief Operating Officer  
(760) 827-4181

*Jay Anderson*  
Vice President  
(760) 550-8022

*Sherri Weeks-Rivera*  
Vice President  
(760) 519-8510



*“I have learned so much and been very impressed with their expertise and team approach”*

Charlie Herf, Board Member of Carlsbad Inn Beach Resort & Hotel



# Table of CONTENTS

## Company Background

Our Difference .....	6
Strategy and Vision .....	7
Our Leadership .....	8
Our History .....	9
Geographical Presence .....	10
Structure .....	11
Tahoe Neighbors .....	12
Giving Back in Tahoe .....	13
ARDA Awards .....	14
Industry Recognition .....	15

## Owner, Guest, and Associate Satisfaction

Our Culture .....	16
BE EPIC Values .....	17
Advancing Our Associates .....	18-20
Service Excellence .....	21
Vacation Well .....	22-24
Best Practices .....	25

## Management Services

Owner Benefits .....	26
Grand Pacific Vacation Services .....	27
Billing & Collections .....	28
Delinquency & Owner Loyalty .....	29
Inventory Management & Rental .....	30
Inventory Resales & Redeployment .....	31
Building Your Brand .....	32
Renovation of Carlsbad Seapointe Resort .....	33
Financial Expertise & Productivity Savings .....	34
Financial Transparency .....	35
Project Management & Preferred Purchasing Network .....	36
Renovation of Hanalei Bay Resort .....	37
Innovation & Technology .....	38-39

## Strategic Planning

Strategic Plan .....	40-41
Resort Identity .....	42-43
Strategic Plan in Action, Staffing .....	44
Strategic Plan in Action, Reserves .....	45
Why Grand Pacific Resorts .....	46







# *Our* DIFFERENCE



GRAND PACIFIC RESORTS®

Grand Pacific Resorts is unique, just like our family of managed resorts. For decades, we've created experiences worth sharing — from the moment you start dreaming of your vacation, to long after you return home. We are a well-established family of Owners and associates who take great pride in enhancing the value of vacation ownership.

We tailor our services to preserve the distinctive experience offered by each resort and destination. We deliver exceptional results using best practices based on our longevity in the industry and your resort's uniqueness and vision for the future. Our collaborative partnership, consistent standards, and hands-on approach are fundamental to achieving success together. Owners vacation with us year after year because they appreciate our heartfelt service culture and passion for what we do. Associations choose to stay with us because of our commitment to a shared vision of engaged Owners, our focus on maintaining the physical vibrancy of the resorts we manage, and our success building financial strength and pride of ownership.

**Watch Video** [GrandPacificResorts.com/tsr](http://GrandPacificResorts.com/tsr)

*Enriching Lives by Creating Experiences Worth Sharing.*



*We value partnership.*

# Strategy & **VISION**



Personalized service is one of our greatest strengths, especially in an industry that is experiencing consolidation under publicly-held, corporate brands. While growth is certainly a goal for us, we want it to happen in a manner that does not compromise the detailed attention we currently provide.

At the same time, we firmly believe there is always room for improvement. We are never satisfied with “good enough,” and we continually look for new and creative ways to increase our service levels.

We value partnership. Rather than coming into your resort with our own agenda, we listen carefully to thoroughly understand the Board’s vision and goals. We then work together on the development of a strategic plan, making sure to communicate frequently and with transparency along the way.

We are results driven and work with your Board of Directors to set goals based on your priorities for the resort. These may include improvement in Owner satisfaction, delinquency rates, rental revenue from HOA-owned inventory, resort service scores and ratings, cost per occupied room, and reserve funding. We also look at enhancing your resort’s appeal to multiple generations while maintaining its unique character.

Once we understand your Board’s priorities, we work with the members to develop a long-term strategic plan that includes a professional third-party reserve study, five-to ten-year financial projections, and an assessment of any needed maintenance or renovation work. Our forward-thinking, “no surprises” approach keeps maintenance fees at affordable levels while ensuring your resort remains up-to-date and desirable.



# *Our* LEADERSHIP



B.A. from Columbia College, New York  
J.D. from University of Virginia School of Law

## **David S. Brown**

CO-PRESIDENT AND CO-OWNER

David oversees resort operations and legal/regulatory matters. He also co-manages development, sales, resales, and marketing. Prior to co-founding Grand Pacific Resorts in 1989, David served as Chief Operating Officer for Shell/Winners Circle Resorts International, Inc. and as Vice President and General Counsel of Vistana Resort. David sits on the ARDA Board of Directors, a position he has held for more than a decade. He has also taught in the University of Southern California's Masters of Real Estate Development program for the past sixteen years.



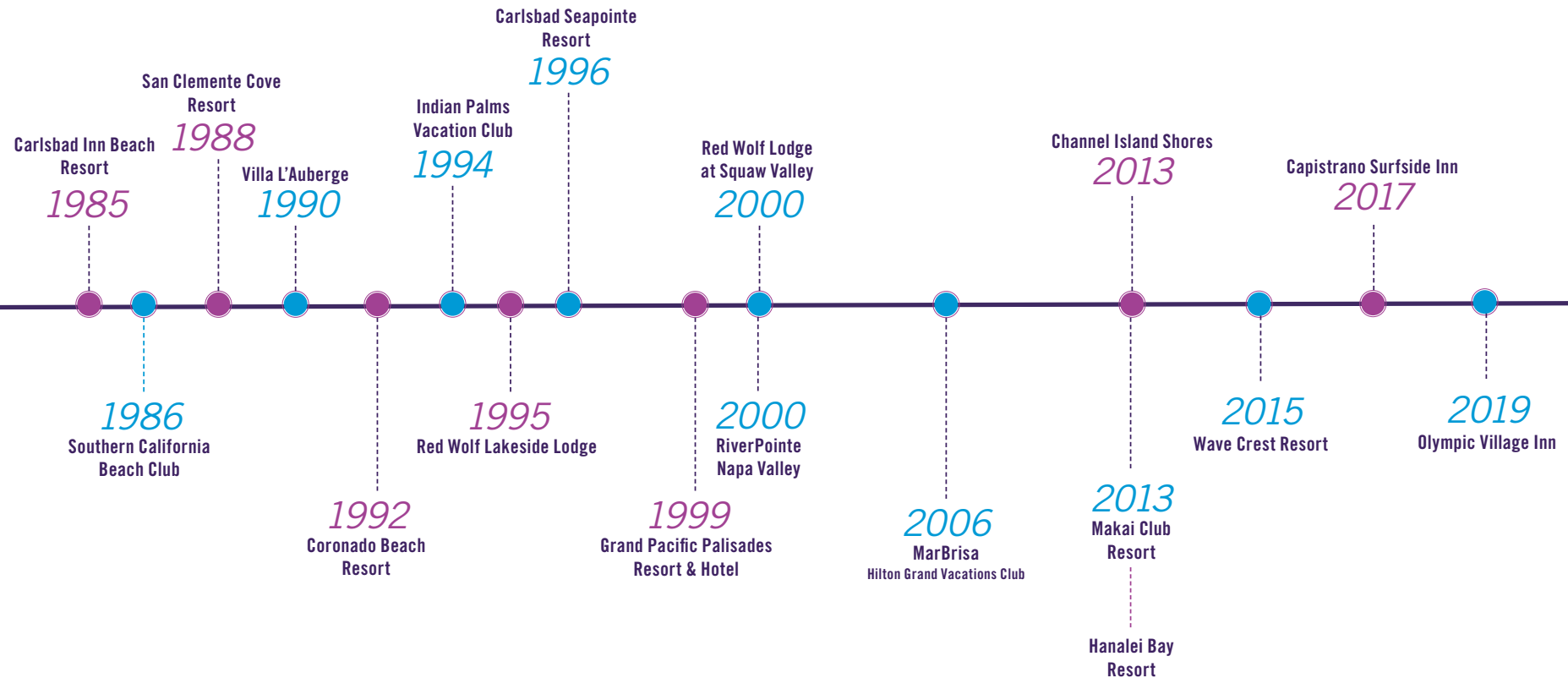
B.A. from Biola University  
M.A. from California State University, Fullerton

## **Timothy J. Stripe**

CO-PRESIDENT AND CO-OWNER

Tim is responsible for new development, acquisitions, and banking relationships. He also co-manages sales and marketing. Before co-founding Grand Pacific Resorts, Tim was Chief Financial Officer for Winners Circle Resorts International and later a principal. Tim is a former Certified Public Accountant. He serves on the Board of Directors for the Carlsbad Chamber of Commerce and California State University, San Marcos. The Carlsbad Chamber of Commerce recently honored Tim as its 2015 Businessperson of the Year.

# Our HISTORY





# *Geographical* PRESENCE

Grand Pacific Resorts manages resorts in California and Hawaii. We understand the challenges and opportunities that come with managing resorts in these highly desirable vacation destinations.

We found that, in addition to staying at their home resorts, many of our Owners enjoy using their Owner benefits throughout our family of managed resorts for weekend getaways, last-minute stays, and additional week-long vacations.

Our Owners receive exclusive rates at and access to more than a dozen resorts.



Visit [GrandPacificResorts.com/resorts](https://GrandPacificResorts.com/resorts) to explore our family of resorts.

# STRUCTURE



## Grand Pacific Resorts







# Tahoe **NEIGHBORS**



From the awe-inspiring mountains of Olympic Valley to the serene shorelines of Lake Tahoe, to the rich flavors of Napa Valley, Grand Pacific Resorts is proud to have a strong presence within Northern California.

**Red Wolf Lodge at Squaw Valley** is a ski-in/ski-out resort that offers easy access to the slopes near the Alpine Village. After a full day of skiing, nothing beats a long soak in the rooftop hot tub, or getting cozy in our cabin-inspired accommodations.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.GrandPacificResorts.com/tsr)



**Red Wolf Lakeside Lodge** is a cozy alpine getaway located on Lake Tahoe's North Shore. The wooded property faces the lake, offering breathtaking views of the water and access to a sandy beach and private dock.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.GrandPacificResorts.com/tsr)



**Olympic Village Inn** is nestled just under Tram Face and walking distance from the village in Olympic Valley. World class skiing, hiking, and dining are only steps away.

# Giving Back in **TAHOE**

Giving back to our local communities through GPR Cares has been at the heart of Grand Pacific Resorts for decades, with our efforts rooted in a mantra of ‘what matters to you, matters to us’.

We’ve helped contribute over \$300,000 to numerous charities, including over \$6,000 to local nonprofits that have a strong presence within the Tahoe Community:

**High Fives Foundation** is dedicated to raising injury prevention awareness and providing rehabilitation for mountain sport enthusiasts.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.grandpacificresorts.com/tsr)

**Tahoe Food Hub** works to restore local food distribution by building regional food systems for North Lake Tahoe.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.grandpacificresorts.com/tsr)

**Adventure Risk Challenge** is an organization that empowers underserved youth through integrated literacy and wilderness experiences in Northern and Central California.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.grandpacificresorts.com/tsr)

**The SNOW Museum** provides cultural, historical and educational opportunities for people of all ages and abilities, especially youth. Grand Pacific Resorts partnered with the Sierra Nevada Olympic and Winter Sports Museum (SNOW Museum) to relive the 1960 Winter Games that took place in Squaw Valley, California, and to find out from these athletes what it takes to be an Olympian.

**Watch Video** [GrandPacificResorts.com/tsr](https://www.grandpacificresorts.com/tsr)





# ARDA AWARDS 2013-2020

The ARDA (American Resort Development Association) Award Program is committed to recognizing the best nominees submitted in categories that include overall professional excellence, outstanding sales and marketing accomplishments, product design, advertising, and stuff. Here is a sampling of awards we've recently won:



**15** Winners in  
12 Categories



**60** Finalists in  
20 Categories



Owner/Customer  
• **RELATIONS** •

1 Winner  
7 Finalists

## RESORT TEAM OR MEMBERS

- Department Manager • Assistant Manager • Operations Team •
- Team Member • Housekeeping • Activities

**5** WINNERS **18** FINALISTS



Inventory Revenue  
• **MANAGEMENT** •

1 Winner  
3 Finalists

*ACE Spirit of Hospitality*



Green Sustainability  
• **PROGRAM** •

1 Winner  
4 Finalists



Administrative or  
• **TRAINING** •

1 Winner  
4 Finalists



Maintenance  
• **TEAM** •

3 Winners  
5 Finalists



Resort General  
• **MANAGER** •

1 Winner  
4 Finalists

# Industry **RECOGNITION**

We're committed to the overall health of the timeshare industry, as evidenced by our extensive involvement with the American Resort Development Association (ARDA). We are proactive in seeking solutions not only for our resorts but also for the industry as a whole. Our management team includes several Registered Resort Professionals, Associated Resort Professionals, ARDA LEAPS graduates, and industry committee members.



Our commitment is getting the attention of our peers. Every year, ARDA and Perspective Magazine recognize the timeshare industry's top performers at their national conventions. Our associates were honored with 22 awards in 2015. Randy Chapin, general manager of Carlsbad Inn Beach Resort, won the coveted ARDA Circle of Excellence Spirit of Hospitality Award. Grand Pacific Vacation Services won Perspective Magazine's Best Team Award four years in a row for its commitment to Owner services.

## 2015-2020

The Perspective Magazine Awards are considered among the highest achievements in timeshare, as winners are decided in part from votes by peers in their industry.



Best Corporate  
• **RESPONSIBILITY** •  
2017-2020



Best  
• **TEAM** •  
2015-2018



Best Management  
• **COMPANY** •  
2018-2020



Best Place  
• **TO WORK** •  
2017-2018



Best Overall  
• **COMPANY** •  
2016



# *Our* **CULTURE**



OUR CORE PURPOSE,

*Enriching Lives by Creating Experiences Worth Sharing*

EXTENDS TO OUR ASSOCIATES AS WELL.

# BE EPIC VALUES

Shortly after coming onboard with Grand Pacific Resorts, every new associate attends an orientation and subsequently participates in several upbeat service trainings. Throughout the process, associates are encouraged to connect our core BE EPIC Values with their own personal values, so that they integrate and embody them in an authentic way both on and off the job.

## *Balance*

Understanding one's priorities and actively balancing them to feel fulfilled.

## *Empowerment*

We nurture and believe in our associates' abilities and entrust them to deliver heartfelt service.

## *Enthusiasm*

We don't stop at "good enough." We keep going until we get there.

## *Passion*

We are passionate about our service culture. Providing amazing service isn't just our duty, it's our pleasure.

## *Integrity*

If we say it, we mean it. We do the right thing because it's the right thing to do.

## *Consistency*

Our guests and Owners trust us to deliver service excellence that is dependable and consistent at every interaction.



# Advancing Our ASSOCIATES



Our turnover rates are consistently below the industry averages thanks to our robust retention efforts. When a new resort joins us, we integrate the existing staff into our family as well, honoring the years of seniority and experience each team member brings to the table. We also have a strong metrics-driven rewards system and have promoted more than 80 percent of our managers from within the company. Grand Pacific Resorts develops our associates in the following ways:

**Leadership Meetings** Our quarterly leadership meetings bring together resort managers, assistant managers, and key senior leaders to generate new ideas and improve our operations.

**Department Forums** We host monthly conference calls for department managers, which give them the opportunity to share best practices and develop new standard operating procedures.

**External Associate Education** Associates are entitled to \$1,000 a year towards external education programs. They may use the credit for relevant conferences or courses, pending management approval.

**College For America** Through our unique partnership with College for America, our associates can earn a degree from a respected nonprofit university on their time for just \$3,000 per year as a Grand Pacific Resorts employee. Degree options include associate and bachelor's degrees in fields like management, communications, healthcare, and general studies.

**Associate Recognition** Each resort has an associate of the month or quarter, depending on its size. In addition, each resort chooses an Associate of the Year to attend our annual Best of the Best gala.

**Best of the Best** The Best of the Best event celebrates Grand Pacific Resort's BE EPIC Champions of the Year from each resort and the home office, along with recognizing exceptional general managers and resorts. Champions are treated to a glamorous night amongst the leadership team and board members. The event enriches company culture and encourages professional growth.

**Grand BET Leadership Training Program** The Grand "Be Epic Trailblazer" is our leadership development program with the ultimate goal of growing future resort leadership. This program is broken into 3 Phases with each phase intended to equip associates with new skills and experiences of an effective leader within Grand Pacific Resorts.



# Associate Professional DEVELOPMENT

At Grand Pacific Resorts, we aim to foster a professional atmosphere in which individual career aspirations are supported and encouraged. As a midsize management company, placing value on Associates who are committed, focused, and excited about the vacation experience is how we strive to stand out from other major hospitality players.

We seek to retain talented Associates by encouraging, promoting, and facilitating their continued education at every level. Since we believe that learning is a lifelong process, we are committed to continually expanding existing learning programs as well as developing new educational opportunities.

With that goal in mind, we launched a new educational platform on the learning management system Docebo. Our aim is to teach Associates the necessary skills that will provide them with a clear career path and help cultivate their professional growth.

This learning platform allows us to develop our own courses that are specific to Grand Pacific Resorts. We are also able to track individual performance to help Associates identify and nurture each of their unique skillsets. Offering a wide range of options allows us to equip Associates with all the knowledge and tools they need for their professional success.

The screenshot displays the Docebo LMS interface for Grand Pacific Resorts. The top navigation bar includes the company logo, a search bar, and user statistics (Active Users: 40 / 300). The main content area is divided into several sections:

- Service**: A section titled "Service Standards for Owner/Guest Interaction" featuring three video-based training modules:
  - Company Culture Is Greater Than...** by Elaine Plasse (07/17/2020 - 17 views).
  - Front Desk Check-in/Out SOP** by Stacey Stanford (06/8/2020 - 8 views).
  - Speaking and Training | The Wi...** by AMY CEVALLOS (08/19/2020 - 3 views).
- Homepage**: A central section with the Grand Pacific Resorts logo and a "GPR LEARNS GOOD PURSUE REACH" badge. It includes three main navigation buttons: "My Community", "My Courses", and "Course Catalog".
- Calendar**: A calendar for August 2020 showing a "Well Done!" notification for the 25th.
- What's happening around me**: A section featuring a post by Elaine Plasse asking for feedback on a 5-star article.

# SHOES FOR CREWS

## *Partnership*

Our Housekeeping and Maintenance Associates are the backbone of our resorts. Due to the nature of their jobs, they spend long hours on their feet every day, which makes having the proper footwear essential. However, work shoes often cost our Associates an average of \$100 out of their own pockets.

Grand Pacific Resorts is proud to announce that it has partnered with Shoes for Crews to provide our Associates with quality, slip-resistant footwear. This will also include seasonally appropriate work boots for our Associates who work in inclement weather to ensure their optimal safety throughout the winter months as well.



# Service EXCELLENCE

As part of our commitment to continual improvement, we measure guest satisfaction through post-stay surveys, call monitoring, social media sentiment, online reviews, annual Owner surveys, and RCI Gold Crown calls. Our scores consistently place us ahead of our competitors, especially when it comes to service.

Outreach to our Owners and guests during their time with us asking them to rate their stay so far via text message allows us an opportunity to ensure that they are receiving our highest levels of service excellence. A more robust post-stay survey is sent to measure specific service performance indicators and capture feedback.

We combine the responses with our RCI and Interval International scores to calculate the overall service scores for each resort on a monthly and quarterly basis. Resorts are then ranked internally to ignite friendly competition.

The other metric we use to track our progress is the net promoter score (NPS). To determine the NPS, we ask our guests and Owners how likely they are to recommend a resort or Grand Pacific Resorts as a whole to their friends and family. Grand Pacific Resorts consistently outperforms the industry standard.

Our high-touch service culture extends to our home office, where associates provide phone support to Owners and guests. Every call is recorded, and select ones are reviewed for quality assurance and ongoing coaching.

In addition, we closely monitor reviews and social media mentions for each of the resorts in our family using the robust platform Reputation.com. This gives us the ability to respond in real time to both positive and negative feedback, which is handled by our general managers and communications team. Our senior leadership takes into account the timeliness and thoroughness of our general managers' responses when allocating bonuses.

Owners and guests love that when they travel to any Grand Pacific Resort property they can expect the same heartfelt service that they receive at their home resort. We expect a high level of performance from our associates because it is consistency that wins recognition and loyalty.





# VACATION WELL

## *By Grand Pacific Resorts*



It was with a heavy heart that we temporarily closed the doors to our resorts in 2020 to ensure the health and safety of our Associates, Owners, and the greater community. During that time, we consulted with experts to prepare for our reopening. We went all out to identify opportunities to further our cleanliness standards and rethink our Owner and Guest experience with social distancing and sanitation as the highest priority.

As we reopened our resorts and welcomed Owners and Guests back, the additional steps we took to ensure their safety and wellbeing were front and center and continue to be the highest of priority in our operations and communications. We implemented a contactless check-in experience, procedures to sanitize high touch areas, social distancing signage, and continuously deep clean common areas. We have a lobby ambassador welcoming and informing everyone to participate in creating an enjoyable and safe experience with a pledge to Courteous Conduct. This pledge includes wearing face coverings, maintaining safe distance and avoiding group gatherings. We have geared all of these efforts under our Vacation Well pledge to protect our valued Owners, Guests, and Associates.

**Watch Video** [GrandPacificResorts.com/tsr](https://GrandPacificResorts.com/tsr)



# *Our Strengthened Commitment to* **GUEST AND OWNER CARE**



## ***Common Areas are Sanitized & Modified to Be Spacious***

Our common areas are sanitized regularly and have been modified to be more spacious and promote social distancing.



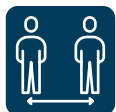
## ***Rooms Sanitized & Sealed***

Guest rooms have been through an enhanced cleaning regimen and a supervisor has verified sanitization. A seal sticker on the entry door indicates the room has passed inspection and not been entered since it was cleaned and sanitized.



## ***Associate Readiness Health Screening***

Our Housekeeping Associates have gone through additional, enhanced training and a certification program on a 4-step cleaning process using hospital grade products.



## ***Guest & Owners Courteous Conduct***

We are asking all guests to wear facial coverings and maintain social distancing when entering common areas of the resort for everyone's protection.



## ***Flexible Cancellations for Owners & Guests***

Owners may deposit their week with our exclusive exchange network Grand Pacific Exchange (GPX) up to 6 days from check-in by calling (866) 325-6295. As added peace of mind we offer a full refund to Rental Guests on a cancelled reservation up to 7 days from check-in and the added flexibility to change a reservation up to 7 days from check-in with no fee.



High traffic areas such as the pool, spa, and fitness centers are sanitized at the beginning and end of each day, with frequent scheduled mid-day cleanings. Furniture is positioned to maintain social distancing and all recreational equipment checked out from the front desk is disinfected after each use.

Guest rooms go through an enhanced cleaning regimen and a supervisor verifies sanitization. Our Housekeeping Associates have gone through an additional, comprehensive training and certification program on a 4-step cleaning process using hospital grade products and state of the art electrostatic sprayers. All surfaces are disinfected, including the couches, chairs, beds, and pillows. Dishes and flatware are sealed in the dishwasher, where they have not been touched since the wash cycle ran. A seal sticker on the entry door indicates the room has passed inspection and not been entered since it was cleaned and sanitized.

Our goal is to minimize contact while still delivering exceptional, heartfelt service. An email and phone call prior to check-in provides detailed instructions ensuring that our Owners and Guests arrive well informed. Activities around the resort have always been a popular part of the vacation experience, so we now offer sanitized activities with appropriate social distancing. Housekeeping services are available for stays longer than 5 nights and are scheduled during a time that the room is unoccupied. We email a check-out folio and answer any questions via text or by calling the front desk.

As vacation destinations adapt and evolve, we are encouraging our onsite Owners and Guests to support local businesses and take advantage of natural outdoor spaces. Together we can Vacation Well and ensure that our favorite vacation destination and our resorts are thriving for generations to come.

For more information visit [GrandPacificResorts.com/vacation-well](https://GrandPacificResorts.com/vacation-well)



# Best PRACTICES

Our quality standards are supported by a comprehensive library of standard operating procedures (SOPs). Implementing these standards is important for consistency in service delivery and facilities excellence. However, they are customized to fit the needs and unique traits of each resort.

**Welcome Receptions** Resorts host welcome receptions for Owners and guests on a weekly basis. Margarita Mondays are a favorite at our Coastal Properties.

**Owner Communication** Newsletters and bimonthly email communications are customized and resort branded.

**Engaging Activities** Fun activities designed to celebrate the uniqueness of the destination. From guided historical walking tours to painting sea shells by the sea.

**First 30** These guidelines ensure front desk associates make a positive first impression within the first 30 minutes a guest or Owner arrives at the resort.

**Preventative Maintenance** When a guest or Owner calls the front desk with a request, service is provided within 20 minutes. All requests and maintenance issues are tracked for compliance to assure the property is well maintained.

**Property Audit** Quarterly quality assurance assessments are performed to ensure compliance with best practices and safety measures.

**Towel Origami** Our housekeeping teams are always inventing new origami designs, fueled in part by our seasonal towel origami contests.



# Owner BENEFITS



Grand Pacific Resorts Owners enjoy more than a week of vacation once every 12 months. They enjoy exclusive benefits that make their ownership valuable year round.

In addition to our affiliation with RCI and Interval International, we offer Grand Pacific Exchange (GPX), an internal exchange program exclusively for Grand Pacific Resorts Owners. GPX gives Owners the option to explore destinations, both international and domestic, without having to deposit their use week(s) beforehand. There is no annual membership fee for GPX.

## **Other owner benefits include:**

- Exclusive nightly rental rates at more resorts through ResorTime
- Rental services for Owners who are unable to use their week(s)
- Bonus Time at each owner's home resort
- No Exchange Fee on Cruises
- New benefits added regularly

For details about these benefits, please visit [GrandPacificResorts.com/owners-community/benefits](https://GrandPacificResorts.com/owners-community/benefits)

# *Grand Pacific* **VACATION SERVICES**

Grand Pacific Vacation Services is our award-winning one-stop shop dedicated to providing your Owners with the very best service at every touch point. A team of vacation specialists is standing by to reserve use weeks, facilitate exchanges, and book nightly rentals or Bonus Time. Grand Pacific Vacation Services uses the latest technology and highest customer service standards to ensure your Owners are satisfied year-round, leading to higher use rates and fewer delinquencies for your resort.

Additionally, the team dedicates tremendous resources toward empowering Owners. Timeshare is a complex and continually evolving product, and we have found that consistent communication and educational programs are critical for maintaining Owner engagement. When Owners understand timeshare, utilizing their benefits becomes an easy and enjoyable experience. Owners are more likely to value their purchase and remain committed to the health and longevity of their Association.

Grand Pacific Vacation Services educates Owners by sending them email communication on a regular basis. Owners are invited to attend online or in-person Vacation Ownership 101 classes, which detail the ins and outs of timeshare exchange. Owners also receive Time Together, a digital lifestyle publication, in the spring and fall to provide additional inspiration and information.



**BEST TEAM**  
**4 YEARS IN A ROW**

**Watch Video**

[GrandPacificResorts.com/tsr](https://GrandPacificResorts.com/tsr)





# *Billing* & **COLLECTIONS**



Our affiliate Advanced Financial Company (AFC) has more than 20 years of experience providing innovative, cost-effective, and legally-compliant billing and collections solutions.

AFC's team members pride themselves on providing the same level of customer service as our resort-level associates. They are trained extensively in customer service, problem resolution, and account research to ensure Owners are treated with respect and care.

## **Services include:**

- Annual or quarterly installment statement billing
- Reminder notices before late charges are posted
- Generation of maintenance fee bills or coupons, including personalized messaging and inserts
- Cash management and payment processing, including secure online payments and ACH debiting
- Just a phone call away, friendly agents in our Carlsbad, CA office are standing by to assist your Owners
- Deedback/foreclosures and title transfers

# *Delinquency* & **OWNER LOYALTY**



The goal with delinquent Owners is to get them back on vacation, so they once again appreciate the value of their resort. We do this by enlisting the help of our account loyalty team, whose goal is not to badger delinquent Owners but reengage them.

After an Owner becomes delinquent, a team member reaches out with a personal phone call. The team member engages the owner in a conversation to discern the reason why they are delinquent. Our account loyalty team then has the opportunity to reframe timeshare for the owner, showing them how to use their ownership and how it can enrich their life.

Once an Owner is recommitted to the idea of timeshare and payment is collected, we ask if we can set up automatic payments for the future. Owners are much more likely to stay current if their maintenance fees are paid this way.

Another critical step is to get the Owner to book a vacation while making their payment. The hope is that once the Owner goes on vacation, they will fall in love with timeshare all over again, and any lingering doubt they might have about vacation ownership will be erased. Toward this end, we are training our account loyalty team to make reservations on the spot.

# *Inventory Management* & **RENTAL**

Grand Pacific Resorts leads the industry in monetizing non-performing inventory, which refers to room nights that sit empty without generating income because they belong to your Association or a delinquent Owner. Diligent inventory management helps us ensure high Owner utilization while also offsetting the costs of room nights that do not generate a maintenance fee.

Timeshare is not like a hotel, so we have to use some of the same mindsets with a twist. Taking care of the Owners must come first, and we use historical data to ensure we have adequate inventory available for our Owner use reservations. Whether the resort has 12 units or 300, the exercise is the same and we measure and track even the most finite details.

Our inventory management team works with the resort manager to drive just the right amount of business to accommodate all of the needs of the Association. Inventory is managed down to the day of check-in between Owners, exchangers, and renters. Rentals bring in new potential owners with a targeted effort to bring in the right type of guests to the resort. Our dynamic revenue management platform distributes rental availability throughout most online rental channels.

For more information, please visit [GrandPacificResorts.com/tsr](https://GrandPacificResorts.com/tsr)



**Watch Video**

[GrandPacificResorts.com/tsr](https://GrandPacificResorts.com/tsr)



# *Inventory Resales* & **REDEPLOYMENT**

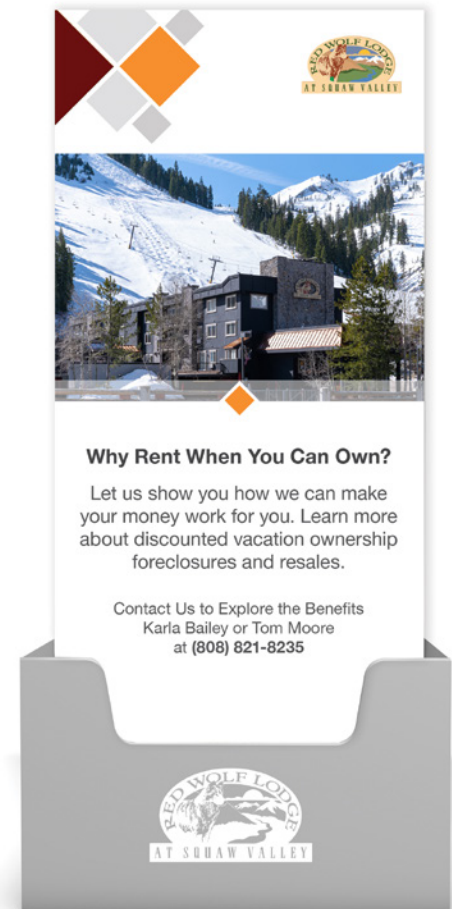


We employ a flexible and holistic approach to HOA Inventory Sales taking into consideration an ever-changing and evolving marketplace. Our sales model includes a multi-faceted solution in an effort to capitalize and leverage all demand channels.

Our services include:

1. An In-House Low Pressure Sales Presence
  - Enhancing the Value in Ownership Product Offerings with:
    - » Automatic Complimentary Grand Pacific Exchange (GPX) Memberships
    - » Preferred Owner Network
    - » Club Product Overlays
2. Limited Bulk Sales Under Favorable Conditions with Voting Trust Agreements
3. Monetization of All Non-Performing Inventory While Being Sold
4. De-Annexation Services (as directed by the Board)

Some or all of these Inventory Sales resources could be employed in an effort to produce the best results for your Association. Working with the Board, we will customize a solution to best fit your needs.





# *Building* **YOUR BRAND**

Shaping your resort's unique identity is imperative, but your association probably has enough to do without adding social media, website development, owner communication, and the other aspects of managing your reputation. Grand Pacific Resorts makes bringing your resort to life simple and easy with our creative services team. We partner with you to keep your Owners connected, informed, and engaged across multiple channels, while staying true to your resort's unique personality.

As part of our strategic plan, we also have extensive experience managing renovations and special projects,

designed to enhance the beauty and value of your resort. Our construction experts handle every aspect of your project to include scope planning, code compliance, bidding, vendor qualification, and project management. We critically evaluate your project and identify areas where we can deliver significant savings without sacrificing quality. Additionally, our experts can evaluate reserve studies, implement preventive maintenance programs, verify proper replacement costs for insurance purposes, and recommend improvements in line with the evolving needs of your resort and the industry.

# Renovation of CARLSBAD SEAPOINTE RESORT • CA



BEFORE



AFTER

Shaping your resort's *unique identity* is imperative.





# *Financial Expertise &* **PRODUCTIVITY SAVINGS**

Working with your board, our experts provide business analysis and strategic planning for both operations and reserves.

**We have several ways of providing operational productivity savings:**

***Monetizing Non-performing Inventory*** Diligent inventory management helps to offset room nights that sit empty without generating income because they belong to your Association or a delinquent Owner.

***Cost Per Occupied Room (CPOR)*** CPOR is defined as the total cost for a line item divided by the number of occupied room nights within a period. We monitor this to be acceptable industry standards.

***Monthly Forums*** Every month, managers discuss best practices and implement new standard operating procedures (SOPs). The SOPs are designed to increase productivity without compromising the quality of our service.

***Housekeeping Metrics*** The department that has the largest potential for productivity savings is housekeeping. We set time standards based on the number of units and the unit size and track performance according to those standards. Clean units are inspected to ensure that quality is not sacrificed in the process.

***Preventative Maintenance Programs*** We identify every key asset within a resort and calendar a specific maintenance schedule. We also create maintenance guidelines for each asset. Our maintenance team keeps detailed records, which help us plan for its eventual replacement. This proactive and rigorous approach extends the life of resort assets, leading to substantial savings.

***Reserve Plan Review*** We perform a comprehensive review of your reserve plan with a strong focus on the following areas:

- Verifying all assets
- Evaluating remaining life
- Evaluating useful life
- Providing an updated third-party reserve study

***Adequate Reserve Contribution*** After updating the plan, we find opportunities to improve the reserve contribution level without increasing maintenance fees. We typically do this by increasing operational efficiencies and monetizing non-performing inventory.

***Say "NO" to Special Assessments*** As part of reserve review, we create a strategic plan in partnership with the Board to help the resort achieve ideal funding levels, without deferring maintenance and without special assessments.

# *Financial* **TRANSPARENCY**



We value transparency and communication, especially when it comes to the financial health of the resorts within our family. As a result, we provide extensive financial reporting on a regular basis (monthly, quarterly, and annually). Standard reports are included below; however, we often create custom and drill-down reports to better analyze specific issues.

- Balance sheets
- Profit-and-loss (P&L) statements
- Bank account balances
- Delinquency reports
- Reserve account schedule of values
- Check register
- Accounts payable journal
- Reserve project cash flow analysis
- Year-end operating cash projection
- Year-end reserve cash projection
- Cost per occupied room (CPOR) analysis
- Retained earnings analysis

Please let us know if you would like to see an example of a redacted financial reporting package.

# *Project Management* & **PREFERRED PURCHASING NETWORK**

We have built and managed resorts for over 25 years and have extensive in-house experience managing renovations and special projects to enhance the beauty and value of our resorts. Our construction experts handle every aspect of your project, including scope planning, code compliance, bidding, vendor qualification, and project management. We evaluate your project and identify areas where we can deliver significant savings without sacrificing quality. Grand Pacific Resorts does not receive any kickbacks, so you can rest assured you are always receiving the most competitive pricing available.

Additionally, our experts can evaluate reserve studies, implement preventative maintenance programs, verify proper replacement costs for insurance purposes, and recommend improvements in line with the evolving needs of your resort and the industry.

Because we manage several associations representing thousands of Owners, we are able to negotiate significant savings on the items needed at your resort through our preferred purchasing network.

We achieve significant savings to associations through our project management services and preferred purchasing network. For example, we saved one property 42 percent on a major renovation even after factoring in our fee.



# *Renovation of* **HANALEI BAY RESORT • HI**



**BEFORE**

Upgrading the Resort with  
Best Management Practice



**AFTER**

# Innovation & TECHNOLOGY

Grand Pacific Resorts offers comprehensive technology integration and development to enhance the Owner experience while streamlining the workflow process and optimizing efficiencies among our Associates.

Our SPI software incorporates property management, Owner payment, Owner use, notes, roster, and reservations into one comprehensive and user-friendly platform. We have also integrated SPI with our customer relationship management platform (CRM), Salesforce, and regularly solicit owner feedback through our survey tool, Reputation.com.

We also offer a convenient text-service platform across all of our resorts and upgraded Wi-Fi to meet increasing demands on bandwidth. Providing consistent and high quality technology solutions has led to a continual increase in Owner engagement and satisfaction.

## Some of our Technology Platforms Include:

**Kipsu:** Technology that allows Guests to instantly communicate with the front desk via text to enhance their onsite experience

**Knowcross:** Platform that allows a Maintenance Team to directly receive any Guest repair requests as well as the ability to track and log them

**Reputation.com:** Aggregates Owner and Guest sentiment from surveys and online review platforms into one easily managed dashboard

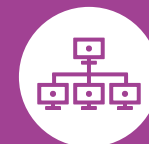
**Pegasus:** Booking engine that allows us to conveniently bring any additional rental inventory to market

Prior to releasing updates at the resorts, we first utilize innovation labs to test and survey Owners and Associates to measure how proposed changes will add value to the vacation experience. Many of our new ideas stem directly from management forums, Owner and Associate focus groups, and survey feedback from multiple sources.

All of our various initiatives have helped support servicing, increase Owner loyalty, and generate more revenue for the HOA.



TEXT  
MESSAGES



CONNECTED  
SYSTEMS

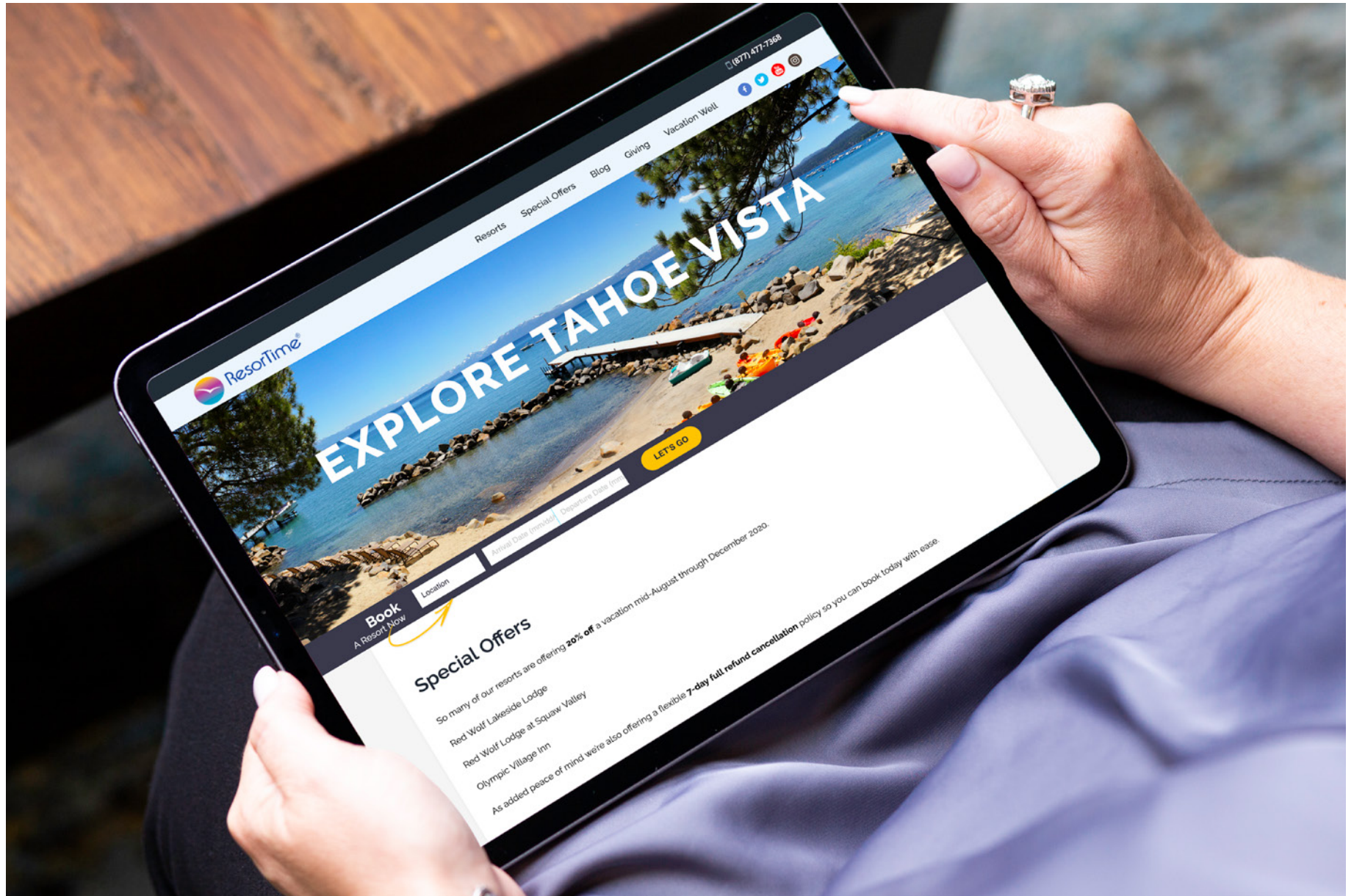


LIVE CHAT  
MESSENGER



ONLINE  
PURCHASES







# Strategic **PLAN**



The pace of industry change, the advent of technology, aging baby boomers, and possible legal pitfalls make stepping back and assessing your direction mandatory so that you're driving the Association, and it's not driving you. Grand Pacific Resorts will work with your Board of Directors to develop a clear mission statement and vision for the Association. Then we will complete a SWOT analysis to identify the Association's "strengths, weaknesses, opportunities and threats." Grand Pacific Resorts will establish goals that leverage your strengths while minimizing your weaknesses. Below are a few of the areas we could review in the strategic plan for your resort.

## **STRENGTHS**

- Unique resort identity
- Staff retention
- Ability to generate income against non-performing inventory (rental or preferably resales)
- Long-term budgeting over multiple years

## **WEAKNESSES**

- Aging owner base
- Aging facilities
- Proper insurance coverage
- Proper replacement funding
- Potential for increasing delinquency

## **OPPORTUNITIES**

- Historical placement
- Beauty of resort
- Local area enhancements
- Engaging adult children of aging owners
- Increased Owner engagement
- Expert project management to maximize value in renovation

## **THREATS**

- Local area enhancements which may negatively impact resort
- Changing marketplace
- Changing legal landscape
- Outside entities gaining control over Association
- Loss of Board control over the direction of the Association

*Now more than ever, a strategic plan is critical to the long-term success of your Association.*

**SMART** goals, which are specific, measurable, achievable, identify a responsible person, and are time-defined, would be established for each strategy.

**An example of some SMART goals for your resort would be:**

- Improve monetization of non-performing inventory by 50 percent year over year
- Reduce delinquency by one percent year over year
- Increase Owner satisfaction by five percent year over year
- Establish and achieve service score goals above and beyond Gold Crown rating criteria
- Establish a unit as an Innovation Lab in order to implement, test, and track technological and service improvements
- Create a 10-year operating budget projection
- Create a five-year operating budget projection
- Increase reserve funding by 10 percent year over year
- Complete a thorough evaluation of insurance coverage, replacement costs, rating, and bid on open market
- Complete a thorough review of the reserve study for proper asset identification, useful life, and replacement costs
- Create a multi-year capital improvement plan
- Create and implement a preventative maintenance program
- Complete a thorough review of all Association documents for compliance with current law and to identify opportunities for service improvement
- Create a multi-generational engagement plan to increase use among adult children of current deeded Owners



# *Resort* **IDENTITY**

We take a great deal of pride in our ability to create memorable experiences for our guests. Timeshare is more than a place to sleep; it's the core of your vacation experience. You can sightsee and enjoy everything that comes with traveling. However, it's your accommodations that truly define your vacation.

Grand Pacific Resorts strikes a balance between consistency and local charm. We recognize that your resort's unique feel is what made Owners fall in love with it in the first place, and it's what keeps them coming back year after year. At Red Wolf Lodge at Squaw Valley, for example, the Activities Director hosts weekly activities that highlight the beautiful outdoors, including skiing with the General Manager and guided hikes to Shirley Falls. Programs like this are unique to the resort and add value for both Owners and guests.

Grand Pacific Resorts prides itself on striving to deliver only the best in service and facilities while seeking to enhance the unique qualities of your resort. This culture of perfection manifests itself across all operational departments. Service and facilities excellence begins with the associates; therefore, Grand Pacific Resorts invests a tremendous amount of energy developing associates through comprehensive training and recognition programs.











## *Strategic Plan in Action, STAFFING*

In addition to addressing the reserve study at the Kauai resort, Grand Pacific Resorts immediately completed a thorough review of the Association's staffing model. Under the prior management company, the staff had been shared between three resorts. The Association was unsure of the rules and expenses associated with their staffing rotation. The resort also lacked 24-hour coverage, and the Board felt that it was paying too much for staffing considering the limitations.

Grand Pacific Resorts proposed a new model built around a dedicated team, which would provide 24-hour coverage without increasing staffing costs. The Board embraced this change. Now the team has a greater sense of pride in their resort, and Owners are getting a much higher level of service. According to the Board President, "Our resort is no longer the stepchild, sharing staffing with other resorts, and the team enjoys a heightened sense of ohana (family)."

# *Strategic Plan in Action,* **RESERVES**

After a resort in Princeville, Kauai, awarded Grand Pacific Resorts a management contract, we immediately completed a thorough review of the Association's reserve study. Grand Pacific Resorts expressed concern that the existing study used incorrect percentages and that the Association was not prepared for future expenditures.

Grand Pacific Resorts sent an expert to the property and conducted a thorough review of all assets and their remaining useful life. We identified several problems. First, several assets were missing from the study altogether, including building infrastructure issues. Second, many of the assets had been significantly undervalued when calculating replacement costs. Lastly, the remaining useful life of many assets had been arbitrarily increased.

## **Digging in to Identify and Correct Errors for Maximum Value Back to the HOA:**

- The fire and life safety items were undervalued by \$371,000.
- The end-of-life replacement items were undervalued by \$3,142,747.
- The study excluded \$185,500 in necessary preventative maintenance.
- The resort needed additional enhancements valued at \$547,474.

The total amount of overlooked or undervalued items within the existing study added up to \$4,246,721.

Grand Pacific Resorts prepared a five-year plan to address the shortfall without a special assessment. In addition, we increased the replacement costs by 105 percent for insurance purposes. We also categorized all items by priority and created a timeline for implementation. Our recommendation was to implement the fire and life safety and security improvements immediately followed by the end-of-life replacements and preventative maintenance work. We recommended that the resort pursue additional enhancements over a three-year period once the more pressing issues were addressed.

Now the resort has a fully vetted reserve study with more comprehensive insurance coverage, and it is preparing for future improvements and resort infrastructure maintenance. The Board is properly anticipating the amount set aside for reserve funding and avoiding the need to special assess Owners in the future.



# *Why* GRAND PACIFIC RESORTS?

For the past 25 years, Grand Pacific Resorts has used its unique service culture and results-driven financial strategies to increase Owner, guest, and associate satisfaction at resorts throughout the Western United States. We have earned a reputation as a stable, successful, and innovative organization with a strong dedication to excellence in vacation ownership and resort management.

We are committed to entering into enduring relationships. Together, we want to protect and enhance the unique identity of each resort. Through the implementation of a shared strategic plan, we can better prepare for the future.

We invite you to experience the Grand Pacific Resorts difference firsthand by touring our home office and nearby resorts.

## **Watch Video**

[GrandPacificResorts.com/tsr](https://GrandPacificResorts.com/tsr)



GRAND PACIFIC RESORTS®





*Enriching Lives*  
**BY CREATING EXPERIENCES**  
*Worth Sharing*







GRAND PACIFIC RESORTS®

(760) 431-8500  
[GrandPacificResorts.com](http://GrandPacificResorts.com)