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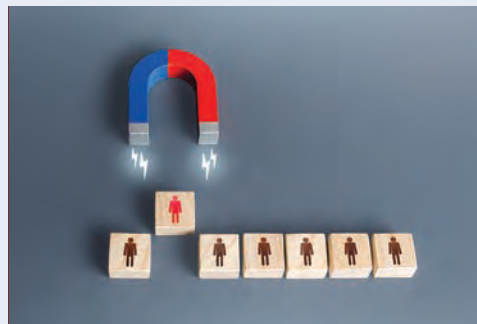
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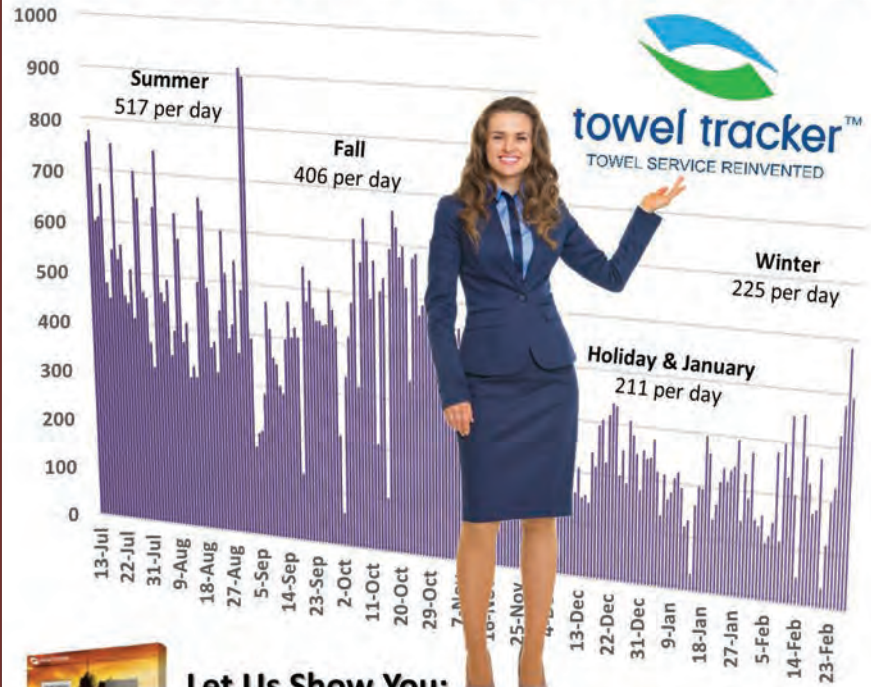
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Oops!!! Resort Trades' True Confessions

By Sharon Scott Wilson, RRP

CORRECTIONS: We, at The Trades, are blushing! So far, we've found several serious errors in our most recent print version of Resort Trades magazine. First, the date on our cover should say, "April 4, 2022," instead of March 5. [darn!]

Second, Marge Lennon is the author of the article on page 24, "Lemonjuice Brings Creative Management to Aging Timeshare Resorts."



As if this wasn't enough, we also neglected to include Dan Zickefoose as a co-author of the article on page 22, "Fair Debt Collection Practices Act -- Impact on Timeshare Foreclosures and Collections." Philip and Dan collaborated on the article, which, incidentally, deserves a good read. The article answers any questions you might have (and many you may not have thought of) on the latest from the Fair Debt Collection Practices Act (FDCPA).



Here's a little more about the authors:

Philip W. Richardson has been the sole shareholder of Eck, Collins & Richardson since acquiring the firm in 2009. Daniel C. Zickefoose joined the law firm of Eck, Collins & Richardson, PL in 2011 as an Associate Attorney. Eck, Collins & Richardson is a firm of attorneys, paralegals and legal assistants, with over 100 years of combined experience in real estate, timeshare, land trustee, escrow, collections, and foreclosure law. We also work closely with several affiliated businesses to provide a full list of comprehensive services to our clients, across the United States. Between the law firm, title agencies, and trust companies, we serve timeshare clients in

22 states, the United States Virgin Islands and The Bahamas.

I'll bet you can find other mistakes. Send them to me: Sharon@thetrades.com. Thank you for supporting our free-to-you publication by being loyal readers. Be sure to visit [YouTube.com/ResortTrades](https://www.youtube.com/ResortTrades) to view our latest conversations with your peers in the resort industry. While you're there, you can help support Resort Trades by adding a "Like" and an original comment whenever you enjoy an event. We very much appreciate your input.

Sharon Scott Wilson, RRP
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Tax Considerations in Timeshare Terminations

By: *Lena Combs, CPA, CGMA, RRP, Partner, Withum*
and
Scott MacGregor, RRP, EVP & COO, Lemonjuice Solutions

As legacy timeshare resorts continue to age, many have or are approaching their sunset dates as set forth in the organizational documents. Further, some boards and stakeholders of legacy resorts have begun voluntarily terminating timeshare plans. In many cases, this termination ends in a full or partial liquidation of the property which can be financially beneficial to the remaining owners and position the resort asset to be repurposed as anything from a hotel to assisted living to multi-family housing and more.

Although there are many legal and financial aspects to consider in these types of transactions, the income tax consequences should be on the top of the list of considerations so that all parties involved can be informed and understand what the impact may be to them.

Many legacy resort owners' associations that are positioned to or have already terminated the timeshare plan have already accepted substantial unit inventory from members in settlement of delinquent assessments. In some cases, this inventory is sold by an association to a bulk buyer or to other owners. The tax considerations of a termination of an association can be different for the party owning the assets whether it is the Association, individual owners, or a third-party bulk owner.

Association-Owned Inventory

Associations realize taxable income or loss equal to the difference between its selling price and its tax basis. The Association may not have much basis in the inventory itself to act as a reduction of the sales price and could face significant taxable income which is taxed at different rates and under varying rules depending on whether the association elects to be taxed as a homeowner's association or as a regular corporation.

Other Owners

Other owners generally consist of those that are holding units for personal use, rental or resale.

Owners holding units for personal use who dispose of their units recognize any gain as taxable and any loss as a non-deductible personal loss. Owners holding units for rental will recognize taxable gain or loss. If a gain, such gain may include depreciation recapture and IRC Section 1231 Gain which is taxable at capital gain rates. Owners holding units for resale are treated as dealers for tax purposes and any income or loss realized upon sale is treated by them as ordinary income or loss.

The transaction would likely require these owners to receive a 1099-S for the sale. Further, if the owners are foreign, there could be backup withholding issues under the Foreign Investment in Real Property Tax Act (FIRPTA). Regardless, there are documentation and tax compliance considerations here that should be carefully reviewed and adhered to.

When distributing the net sale proceeds to owners, the distribution agent must be cognizant of these reporting and withholding requirements, and the legal status of the parties to whom the funds are being distributed. If it's a corporate entity receiving the distribution, is it a valid entity

As legacy timeshare resorts continue to age, many have or are approaching their sunset dates as set forth in the organizational documents.

and is the individual to receive the distribution clear? Is the timeshare week held in a Trust, or if the owner is deceased, has the estate been probated? Failure to understand these factors may expose the distribution agent and the Board of Directors, if the association is the designated trustee, with liability and delay or jeopardize the distribution process overall.

Planning Ahead is the Key to Success

The association's board of directors needs to understand its options and prepare for the termination and property sale years, not months, in advance. Amendments to the governing documents that may provide for more favorable tax treatment of the sale and a more efficient termination and sale process must occur prior to the sunset date. If a judicial partition is desirable or required, the timing of the disposition of assets and liabilities must be considered. Helping the owners prepare themselves for the post-sale distribution by addressing their ownership status will benefit all of the owners. The process should be by and for the benefit of the owners, and the board's duty to serve their owners properly starts with getting the proper tax, title and legal guidance.



No two timeshare terminations and subsequent liquidation of assets are the same and have exactly the same set of facts, circumstances and tax consequences. Each transaction should be looked at carefully and evaluated for tax impacts so that all parties can be fully informed as to what the impact will be to them and be prepared when the transaction occurs.

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Lemonjuice's mission is to bring fresh perspectives and options to the timeshare industry and legacy resorts. With decades of timeshare management and development experience, legal restructuring and title underwriting expertise, innovative technology, and investment capital, the Lemonjuice team has delivered great outcomes to thousands of timeshare owners.



To learn how Lemonjuice can create great options and outcomes for you, contact Scott MacGregor (Scott.MacGregor@Lemonjuice.biz) at (321) 236-6663, or visit www.lemonjuicesolutions.com.

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Meet Melissa, May's Survivor

This experience is needed to help refill my empowerment tank that was depleted on October 2, 2018, when I was told - "it's malignant." At 42 years old, cancer was not in my plan, especially after recently gaining back a "normal" life. Let me explain.

Since the 11th grade, I have lived with a rare autoimmune disease attacking my kidneys. Fast forward to 2016, I needed dialysis. I opted for peritoneal dialysis, a nightly treatment that would go on for a year.

It was April 19, 2017, I got "the call" and went on to a kidney transplant! My surgeon gave me the best advice at a follow-up visit. You have a transplant, so you can live a normal life, now go live it.

I gained confidence back and began living everyday life! Then, in September of 2019, I got called back to the breast center for a biopsy. The results, invasive triple-negative breast cancer, and they said: "it's aggressive." I just got my life back! And now this, ugh!

I was devastated, emotionally depleted, humbled by the loss of my hair, and broken by everything that comes along with cancer treatment. Then, finally, after six months of chemo, lumpectomy, and 30 doses of radiation, treatment was "over." But, unfortunately, I learned it is never over. Chemo-induced menopause, scars, unending follow-ups, ongoing anxiety, and the fear accompanying me at every scan are constant reminders that life is precious.

Those who have walked in the same shoes bring me strength and hope. My goal is to continue to work on refilling my empowerment tank. Being surrounded by others on the trip who understand is therapeutic and why I know I would benefit.

Thank You, Melissa



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Can Short-term Products Pay Off?

By Marge Lennon

From its emergence onto the real estate/vacation landscape over four decades ago, the timeshare product has continued to mature through various evolutions—from right-to-use, floating weeks, deeded fixed weeks, and today's point-based vacation clubs. As timesharing flourished in popularity, each modification was dictated by changing consumer preferences.

One thing that has never changed is the fact that the 40-year-use product is still sold by most developers with great success. U.S. timeshare sales continue to increase year after year. But millennial buyers who love to travel have indicated little interest in long-term financial commitments and a new "rental" economy seems to be sneaking into the future. Does this mean the industry will need to pivot once again? We interviewed several respected timeshare industry professionals to find the answer to this perplexing question.

According to leading attorney Robert J. Webb, Partner, with the law firm Baker Hostetler, "From the beginning of the timeshare industry in the late 1970s, an IRS ruling, still respected and in use today, dictates that timeshare transactions which provide a purchaser with use rights—and not the benefits and burdens of ownership—must be reported by the seller to the IRS as leases rather than sales, creating an income and expense mismatch that often substantially increases the seller's federal tax liability. This complex ruling, along with state sales and use taxes and prohibitive state regulation of right-to-use timesharing, played a significant role in launching timeshare in the U.S. as a long-term, deeded product. This regulatory environment has not changed much in 40 years and is not expected to do so any time soon."

Short-term products Introduced.

Partially in reaction to millennials' buying habits, a few years ago several developers started selling short-term products with some success as they offered imaginative products intended to minimize the adverse impact of federal and state tax and Generally Accepted Accounting Principles (GAAP). But the accounting rules provided a more difficult challenge for short-term products, particularly for public company developers.

"I think it's important to remember that shared use is a very expensive product to market," added Rob Webb. "And short-



Club Regina – Puerto Vallarta, Mexico, developed by Raintree Resorts International.

term products can be equally as expensive to market as long-term products unless the former is a drop for the latter. Also, a significant portion of the profit from a timeshare sale comes from financing, which can be a much smaller or non-existent piece of a short-term transaction."

About five years ago, there was a run on short-term sales, and some independent developers are still selling them. Changing the Federal tax code and GAAP is not an easy task, but tax laws and accounting rules will continue to shape how the timeshare product evolves. To remain relevant and modernize, new internal and external exchange programs and travel clubs may offer greater flexibility of use. The obvious goal is to keep people traveling to different locations. Several people interviewed for this story agree that the industry's biggest challenges today are not the 40-year use but lack of a secondary market, the invasion of exit companies and the high cost of tours.

Short-term Success in Mexico.

Founded in 1997, Raintree Resorts International has 16 resorts in the U.S., Mexico, and Canada. Their Raintree Vacation Club is affiliated with RCI. After

the credit collapse of 2008, Raintree began to see some changes in the buying behavior of their members and guests. They were asking for shorter term products. Since Raintree was not a public company, it was easier to develop a more desirable shorter-term product. For the past twelve years, Raintree CEO Doug Bech, has been successfully selling what he calls "term" products at their three Club Regina Mexican resorts, located in Cancun, Los Cabos, and Puerto Vallarta. If the buyer desires a perpetual product, Raintree can sell that product as well.

Finding the Sweet Spot.

"We launched the sale of point-based term products at these Mexican resorts in 2010 and have been selling them ever since," shares Doug. "During this time, we have sold multiple term products—7, 10, 12, 15, and 20 years—trying to find the sweet spot relating to term. Ultimately, we determined most buyers have enjoyed a seven-year term product, or it's cousin, a fifteen-year product that could be used every other year. With minimal outside marketing, most of our sales have been in-house to members, guests, in-bound exchanges, and renters."

Continued on page 12



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Continued from page 10

Buyers at the three resorts mentioned above have said they like the seven-year term because they know that upon a certain date there will be no further obligations or maintenance fees. Raintree's shorter-term product was never geared toward millennials although it is clearly more attractive to them. Both younger and older buyers recognize the fact that vacation lifestyles generally change every 7-10 years. They respect the fact that they can end their commitment at the expiration of their term with no further obligation. Owners can re-up if they want, but if they don't, they know it is over. Should they want to purchase again, they usually purchase another term product. "Regardless of the product type, if an owner says, "I quit," we always let them," shares Doug. "While we do workouts, we've never sued a customer for failure to pay a maintenance fee."

Future Services. Doug says they are now working on some products which would provide economic benefits of reduced rental rates for longer stays of 2,3 and 4 weeks as well as a lower purchase price and maintenance fees for weeks that are used consecutively.

"Ultimately, our goal is to provide a product our existing and new member base desires without the negative views associated with selling timeshare products," said Doug. "Frankly, I'd love to be able to sell this at all of our properties in the U.S, but, from a marketing and state registration standpoint, our economies of scale make selling the products in Mexico more attractive."



Doug Bech, CEO of Raintree Resorts International

Travel Clubs.

Continuing to grow in popularity, today's travel clubs offer membership at varying time lengths, providing access to a wide network of vacation locations along with discounts on travel and lodging.

Global Connections Travel Club. While not selling a deeded timeshare product, Global Discovery Vacations offers varying levels of a club membership, allowing members to float in and out by activating their membership for 12-month timeframes. The 'active' members have full access to Global Discovery Vacations' benefits, from week-long resort condominium vacations to cruises to shorter stays and varying leisure benefits.

"Our members prefer the flexibility of this program," says Melanie Gring, Chief Strategic Alliances and Brand Officer, "because there is no long-term obligation. It is basically a one-year program with the option to activate placing GCI in the position of earning our members loyalty each year by offering exciting vacation experiences."

Owner's Travel Club from Panorama Travel Solutions. In 2021, Panorama Travel Solutions, part of Travel + Leisure Co. (formerly known as Wyndham Destinations) launched Owner's Travel Club (OTC) to benefit independent timeshare HOAs and their owners. OTC provides a free membership to timeshare owners with discounts on a wide range of travel options including lodging, cruises, car rental, and activities. For owners looking to enjoy the deepest discounts, a premium tier, paid membership is available. OTC premium members enjoy the lowest rates available with up to 60% off published rates on lodging at more than 600,000 accommodations worldwide including branded properties, boutique hotels, vacation homes and timeshare weeks for rent.

"Panorama solutions for HOAs including OTC, the Viewpoint timeshare management System and OptiREZ revenue management help enhance the value of ownership, reduce delinquency while increasing resort revenue and reducing costs." said Matt Brosious, VP of Business Development for Panorama Travel Services.

Consumers Will Drive Evolution.

As the vacation ownership industry continues to evolve, the IRS and accounting rules will provide a difficult challenge for short-term products,



Robert J. Webb, Partner with Baker Hostetler

particularly for public company developers. It is anticipated, however, that the industry may work to achieve some more business-friendly accounting rules in the future.

"The real sea change in our industry is the dramatic increase in the transferability of timeshare products that is taking place," added attorney Rob Webb. "Today, many developers are allowing purchasers with no loan balance and fully paid-up assessments to exit their timeshare product more easily when they no longer need it. Timeshare must be a transferable product for many reasons. Ensuring that this happens will enable timesharing to continue to become a sought-after product with an even higher level of customer satisfaction than we now enjoy. I'm bullish about the future!"

William Guthrie, an attorney with Foley & Lardner, believes the preference for a short-term product will continue. "I think it is a developing trend for smaller companies. But more importantly, I believe consumer demand will ultimately drive the evolution of the timeshare product and its preferred length of use."



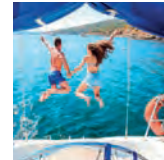
Editor's Note. A sincere thank you is extended to the highly respected industry professionals who provided valuable information for this story. Marge Lennon has been a publicist for the timeshare industry since forever. Contact her at Marge@LennonCommunications.com



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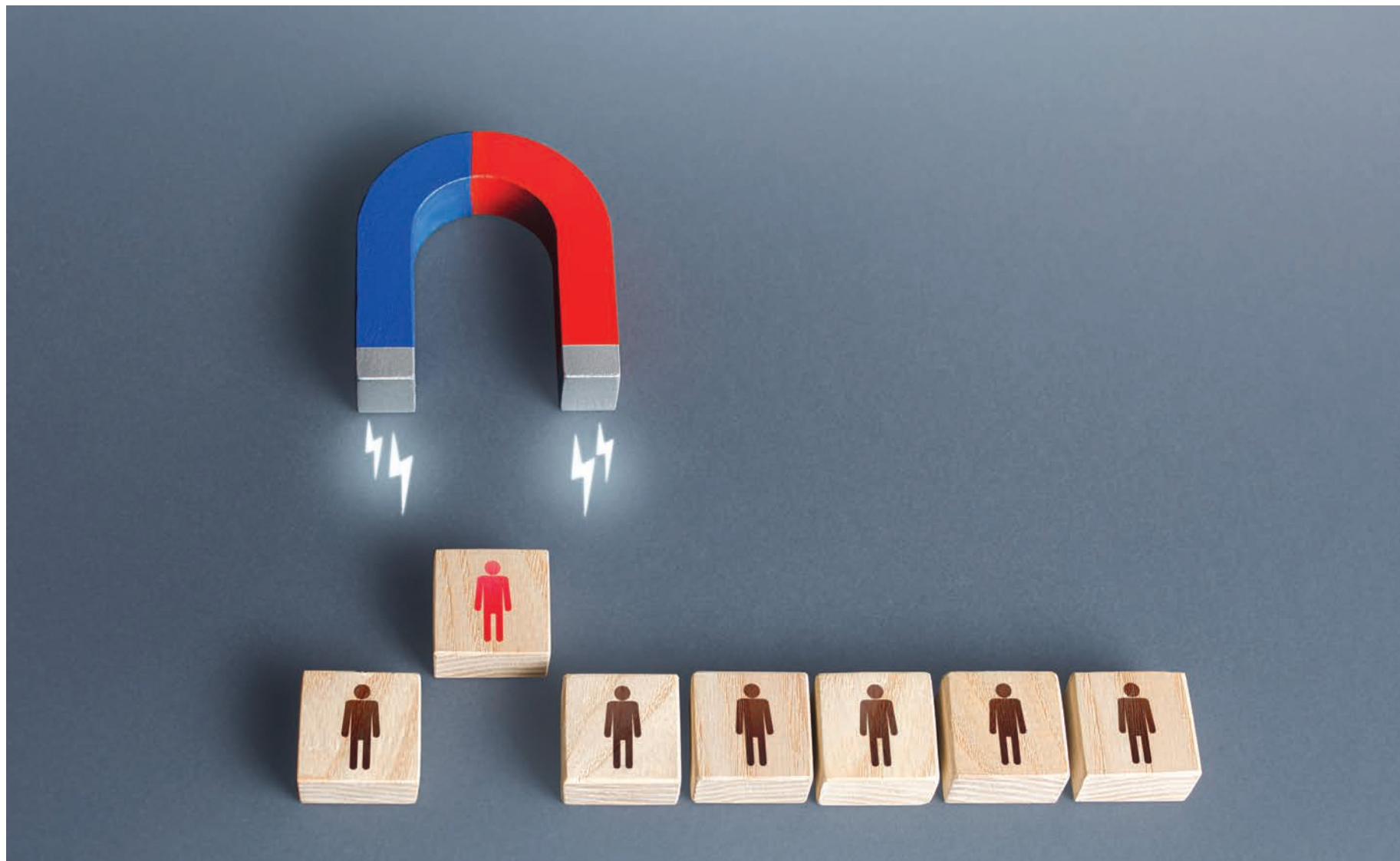
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Employee Poaching

Avoid Litigation and Loss of Trade Secrets When Workers Jump Ship

By *Phillip M. Perry*



-- Abstract: When employees leave for positions elsewhere, valuable trade secrets can go out the door with them. Employers can protect their customer lists, marketing plans and pricing data from ending up in the hands of competitors by having key individuals sign restrictive covenants. Employers also need to avoid lawsuits for violating restrictive covenants when poaching top performers from competitors. --

A California sales executive who jumped ship for a competing employer took along a folder of customer lists and marketing plans. Those items proved valuable resources for the conduct of his new duties—so valuable that his previous employer sued for violation of confidentiality and nondisclosure agreements, and illegal use of trade secrets. The results were costly cash settlements against the executive as well as the new employer who had encouraged use of stolen material.

If that story sounds familiar, it's no accident. Similar cases occur regularly around the country. When a star employee moves from one business

to another, the resulting conflicts are often resolved in court.

"This area of law is growing quickly," says Ben Mathis, an Atlanta attorney and managing partner of the nationwide law firm of Freeman Mathis & Gary (fmglaw.com). "There are two competing interests at stake. The first is that of employers who have a right to protect their information from having people walk off and take it all with them. The second is that of the individual's right to compete against his earlier employer."

Resolving those competing interests can hit profits hard. "Court remedies usually involve financial damages for harm that had been done to the original employer," says Theodore J. St. Antoine, Degan Professor Emeritus of Law, University of Michigan Law School, Ann Arbor. "There may also be an injunction prohibiting the losing party from continuing an illegal practice. If the losing party ignores the injunction and continues to do the prohibited activity, the result may be additional fines for contempt of court, or even jail time in extreme cases."

Restrictive covenants

The moral of all this is clear: Businesses must take steps to ensure they do not lose valuable information when employees leave for competing firms. At the same time, employers need to protect themselves from costly lawsuits when poaching top performers from competitors.

Protecting business interests has become more important with recent changes in the work environment. The employment relationship is less stable than in the past, high level talent is in demand and recruiting is aggressive. Intellectual property—easily carried between companies—is more valuable than ever before. Customer information, pricing data, business plans, and proprietary marketing strategies are all at risk.

Businesses looking to negotiate this rocky terrain have a valuable tool at their command: restrictive covenants. These written agreements can keep departing employees from competing against former employers, soliciting the same customers

Continued on page 16



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or employees, or using a former employer's sensitive information for their own ends.

"Most employers have confidential, proprietary, or sensitive information," says Joon Hwang, Shareholder in the Tysons Corner, Va., office of Littler Mendelson, P.C., the nation's largest law firm defending employers in labor and employment disputes (littler.com). "Or they may have certain employees with desirable skills, experience, training, or intimate knowledge considered integral and invaluable to their businesses. Restrictive covenants, drafted properly, can be a powerful tool for protecting all of this valuable information."

There are two sides to the trade secret coin. Incoming personnel must also be quizzed about any restrictive covenants signed at their former employer. And they must be prohibited from bringing along customer lists, marketing plans, financial records, confidential information, or anything else that might be determined to be the former employer's property.

Non-competes

The most powerful restrictive covenant prohibits the employee from accepting employment at a competitor. Called "covenants not to compete," or "non-competes," these agreements specify a period of time for the prohibition and a geographic area where the prohibition applies. They usually also prohibit the individual from serving as an independent contractor for, or having any ownership interest in, a competitive organization.

"I generally do counsel my clients to have non-competes, certainly with their higher-level employees," says Jeffrey A. Dretler, a partner at Rubin and Rudman, Boston (rubinrudman.com). "I think it's a very important and effective tool for protecting company confidential information and relationships in which they have invested."

So far so good. But employers need to be wary of a not-so-secret vulnerability of these covenants: The possibility they will be deemed invalid by a court of law. That's because such covenants raise concerns about limiting the capacity of employees to earn their livelihoods.

Employers can help improve the enforceability of their non-competes by ensuring the terms balance the concerns of the employer with the reasonable interests of the employees. "The wider the covenant goes geographically, and the longer the term of the restriction, the less likely the court will uphold it as reasonable," cautions St. Antoine. An example of a very reasonable covenant would be one that calls for a one-year moratorium on working for a competitor, within the radius of one mile of the original employer.

State laws

Achieving the right balance is a tricky proposition, not only because each employer-employee



relationship poses unique circumstances but also because no federal law provides a common nationwide playing field. Everything depends on state law, and that can differ substantially.

"Fifty states have fifty permutations of what employers can lawfully restrict with written agreements," says Mathis. "Many states allow restrictions for reasonable periods from six months to two years. Some states are more employee friendly than others. In California, employers generally cannot have any kind of restrictions."

The challenge is becoming greater because in many states the law is trending toward greater worker protections. "The world is changing very rapidly," says Dretler. "States are trending toward limiting non-competes. Many federal, state, and local initiatives, legislation, and news commentaries are asking whether there should be limits put on them. Are they anti-competitive? What's really protectable? There's a lot of litigation about these issues."

Employers, then, need to avoid over-reach that can backfire when an unfavorable court decision removes the protections that were thought secure. "Another reason to avoid overreach is because it may reduce the employer's credibility with the court when seeking to enforce the non-competes that really matter," adds Dretler. And he adds one more potential pitfall of unreasonable non-competes: Some valuable prospective employees may decide not to join a company out of fear they will be bound by a too-onerous non-compete when the time comes to leave.

Non-solicits

As the above comments suggest, non-competes can backfire when they fail to hold up to a court challenge. Very often that means an employee who has jumped ship is free to conduct business without any restrictions. And that can leave the former employer in a bad competitive position.

There is a solution to this problem, and it comes in the form of another restrictive covenant. Often referred to as "non-solicits," these covenants are designed to keep an employee who moves to a new business from soliciting a former employer's customers for a set period of time.

"An agreement not to solicit customers is often easier to defend than a covenant not to compete," says Joseph Y. Ahmad, a founding partner in the Houston law firm of Ahmad, Zavitsanos, Anaipakos, Alavi & Mensing (azalaw.com). "That's because it is narrower in scope, allowing the employee to work for a competitor." Courts like the fact that these agreements preserve the ability of the individual to continue to earn a livelihood while protecting the rights of the former employer.

What if a former customer tracks down the departed employee at his or her new employer? Even then the terms of the non-solicit agreement usually hold. "The employee has to say 'no, I can't help you' and the former customer needs to contact another employee," says Ahmad. "Occasionally one can go further than that and actually specifically direct them to a person who can help them. But the safest thing is to not give the previous customer much direction at all."

Again, though, employers need to be careful about over-reach that can void the agreements. Not only should the terms specify a reasonable time limit, but they should also avoid prohibiting the solicitation of all customers served by the current employer.

"There usually needs to be some relationship between the employee and the customers, in terms of previous interactions," cautions Ahmad. "The exception would be if you could argue, for example, that the employee had confidential information about your margins on certain products and that information can be leveraged at any customer. You can often make that argument work."

There's another kind of non-solicit. Often called an "anti-raiding provision," this one keeps

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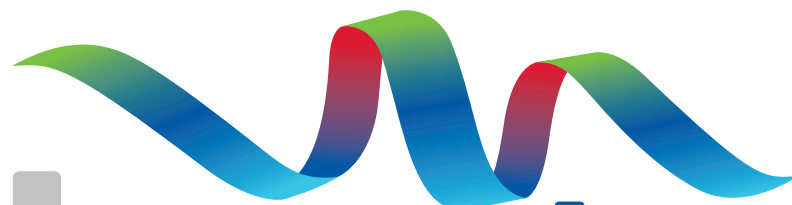
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departing employees from luring co-workers to the new employer. “I don’t know of anything that triggers litigation more than a high level employee leaving a company, and then is suspected of being the Pied Piper and causing a bunch of other employees to leave,” says Ahmad. “Many times that gets articulated as some type of raiding claim, even though not every state has protections specifically for that.” Having a well-written non-solicit of employees, he adds, can help protect against this situation.

Confidentiality agreements

As the comments so far suggest, sometimes the old adage “less is more” can be a smart business posture: Employers may get more value from less restrictive covenants. Just as a non-solicit may be more effective than a non-compete, one more less onerous restrictive covenant—the confidentiality agreement—can in some circumstances be the most effective of all.

“A confidentiality or non-disclosure provision prevents the departing employees from disclosing or using the proprietary or confidential information of their ex-employers, or that of their employers’ customers,” says Hwang. After defining the nature of the organization’s sensitive information, the agreements state that the signers will take measures to keep it secret. “The information in dispute does not have to be a ‘trade secret’, but must simply be confidential, proprietary, or not publicly available.”

Because the legal system of every state recognizes the right of businesses to protect their sensitive information, confidentiality agreements are generally highly defensible in court. Attorneys advise that they be signed by any employee who has access to sensitive business information. They provide valuable evidence that an employer has taken steps to communicate the importance of discretion to employees.

Luring star performers

Now for the other side of the coin. Employers need to be careful about violating a competing business’s restrictive covenants when luring away a star performer. The legal fees and time required to defend one’s actions can be costly, even when a court strikes down the first employer’s covenants as unreasonable. “Some employers draft restrictive covenants knowing they will not be enforceable but will scare people into behaving as desired,” warns Mathis. “Employers with deep pockets can cause a lot of trouble.”

Attorneys advise taking some prudent precautions during the hiring process. Ask what agreements the employee has signed with his current employer. The individual who never signed a non-compete might have signed an agreement not to solicit the certain customers or to recruit coworkers.

COVID-19 HEIGHTENS RISK

With so many employers trimming work forces in response to the Covid-19 pandemic, many terminated individuals will be taking positions with competing firms. Employers may be tempted to overlook the terms of restrictive covenants so their terminated workers can earn a living. Doing so, however, may jeopardize the employer’s future profitability.

“Employers who choose not to seek enforcement of restrictive covenants during this time should understand that failure to do so may hinder later enforcement,” cautions Joon Hwang, Shareholder in the Tysons Corner, Va., office of Littler Mendelson, P.C., the nation’s largest law firm defending employers in labor and employment disputes (littler.com). He points out that future employees who breach restrictive covenants may assert a waiver argument—that the employer’s prior forbearance proves a lack of legitimate business interest to support enforcement of the agreements.

There is a solution to this conundrum. Hwang suggests employers take steps to minimize the risk their well-meaning inaction may have by memorializing their justification for not seeking to enforce the restrictive covenants. Legitimate reasons might include:

- **A lack of resources necessary to enforce the agreements due to the impact the pandemic has had on the employer’s business**
- **A decline in business from certain clients, or their bankruptcy**
- **Model records of former employees for whom restrictive covenants have been unenforced, including the fact that the individuals returned all confidential information and agreed not to solicit customers serviced**

Hwang offers another tip: “It would be helpful for employers to explicitly state that the decision not to enforce at this time should not be interpreted as a waiver of any future right to enforce the restrictive covenants against other former employees.”

“When a new employee is hired it’s a good idea to get a verification or agreement the individual is not taking confidential information from somewhere else,” says Ahmad. “And also that that employee is not subject to a restrictive covenant that they have not made the new employer aware of.”

When determining the risk involved in poaching, employers also need to examine their conscience: If the goal is not to attract a skilled employee but to cripple a competitor by grabbing trade secrets, hiring the individual can be actionable in court.

“You may simply see a very talented person performing for another firm and you think you can give that individual a better deal,” says St. Antoine. “That won’t give rise to a cause of action. But you can be the target of litigation if you have some other element in the picture, such as an effort to get insider information.”

Employers should also avoid tarnishing the picture by spreading false and damaging information about the employee’s current company. “If an employer falsely tells a coveted person that his current employer is going out of business, that is ‘trade libel,’ a special form of ‘libel and slander,’” says St. Antoine.

Changing laws

Non-competes, non-solicits and confidentiality agreements form a three-legged stool of defense for employers looking to protect valuable business information. But restrictive covenants must balance the needs of the employer with those of the employee. At the same time, employers must periodically review such agreements to ensure they continue to comply with state laws that are becoming more protective of workers by imposing new and tighter restrictions on what employers can prevent them from doing.

“The viability and enforceability of a company’s restrictive covenants, particularly non-competes, are more likely to be the subject of rigorous review today than in the past,” says Hwang. “To ensure enforceability when it counts, employers should review the scope and terms of such documents to ensure they are sufficiently and narrowly defined to meet their legitimate business interests.”

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LinkedIn Minute

By Sheryl Cattell

Stop Sharing Updates While You Get Your Profile In Order

Today's LinkedIn minute will cover something everyone needs to do before they start making profile updates. We want to make sure that we don't spam people when we plan to make a lot of updates to our profile. To get started, we are looking for LinkedIn privacy and settings. This can be found in the top navigation bar of LinkedIn. Look for a tiny picture of yourself with the word Me underneath. I call this the mini-me. Click the down arrow next to your tiny photo and select Settings and Privacy from the drop down.

When you're on the Settings and Privacy tab, go to visibility and then down to the second tab called Visibility of your LinkedIn activity. Scroll down on the right to where it says share profile updates with your network. Make sure that it says no. Otherwise, every time you make a modification, change your profile photo or just put a hyphen into your profile, it will notify everyone on your connection list. And we don't want that. So I recommend before you start doing a major overhaul of your profile, make this change on your Privacy and Settings. Again, you find the mini-me at the top and then come down into visibility, the second section and then share profile updates with your network, change from yes to no.

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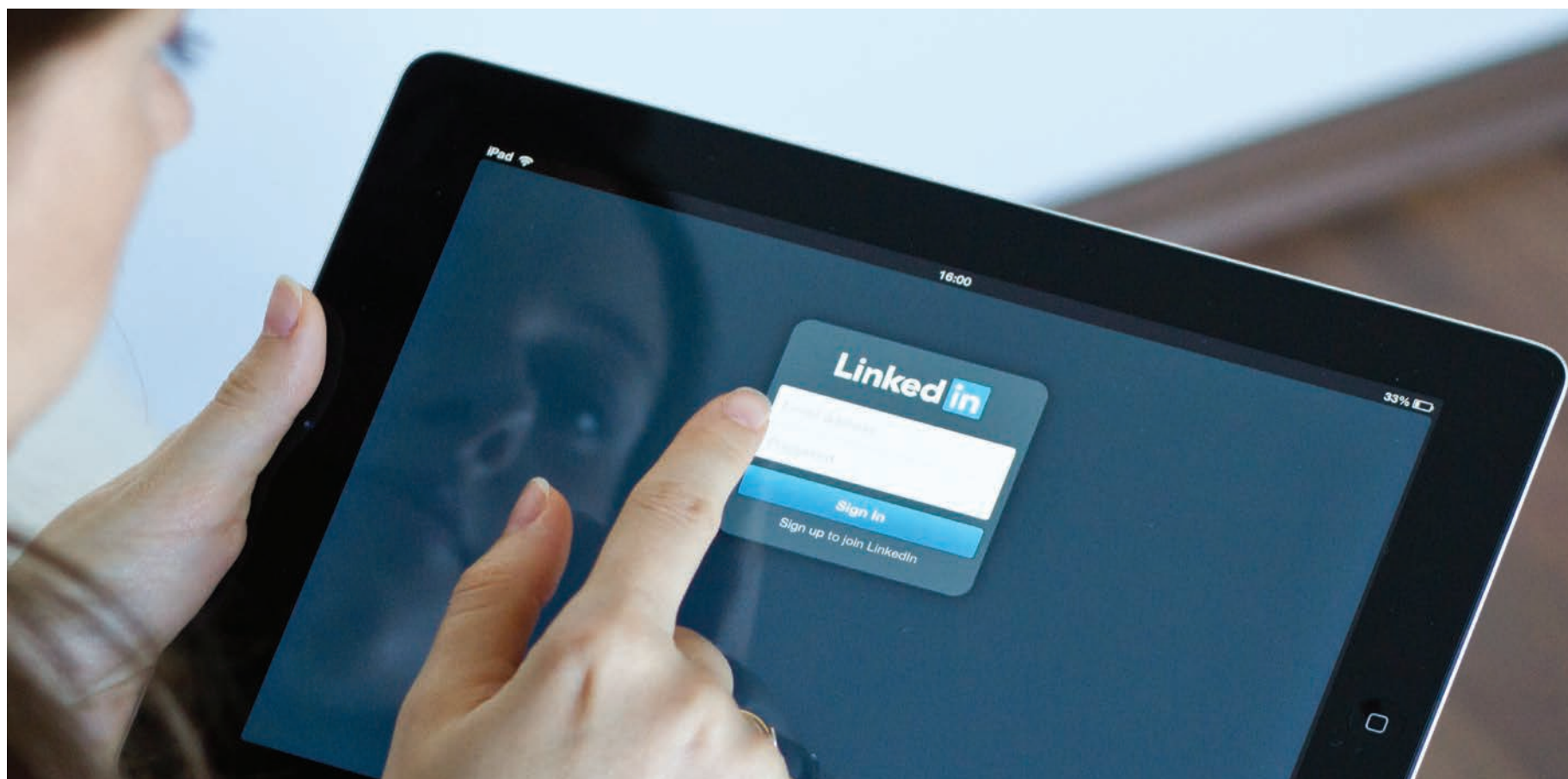
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2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: 720.335.8983

Website: vacatiapartnerservices.com

Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.



White River Financial LLC

2800 Green Mountain Dr
Building 1, Suite D
Branson, Missouri, 65616
tel: 417.348.1055 ext. 251

Website: www.whiteriverfinancing.com

Specialty: White River Financial provides loans ranging from \$500,000 to \$10,000,000 and beyond. With experienced onsite principals, our focus is providing personalized service, entrepreneurial decision-making processes to efficiently finalize challenging financing deals, and exceptional customer service. Our qualified team is versatile in offering loan servicing as well as alternative finance options. Deals are typically closed within a 3 to 5-week timeframe, after receiving a complete loan package. White River Financial is a great financing resource known for reliability and valuing client needs.

GROCERIES**Publix Super Markets**

3300 Publix Corporate Pkwy
Lakeland, Florida, 33811
tel: 863-688-1188 Ext. 44891
Website: www.publix.com/products-services/business-delivery
Specialty: Publix is the largest employee-owned grocery chain in the United States with more than 1,200 stores in the Southeast. More than ever people are looking for convenience. With the added benefit of grocery delivery from Publix Super Markets, Powered by Instacart, people can get what they need when it's best for them. Grocery delivery is a valuable added benefit for your owners and guests. Ready to get started? Visit www.Publix.com/BusinessDelivery to learn more.

HOA & STAKEHOLDERS COMMUNICATIONS RESULTS**TWOB LLC**

1500 Town Plaza Court, Florida, 32708
tel: 407.366.1573
Website: www.towb.life
Specialty: TWOB LLC - a place, a people, a company that timeshare owners and boards can go to for simple conversation, honest answers to hard questions within a background of decades of management, sales, timeshare repurpose/redevelopment, and overall hospitality experience.
Licensed broker 34 states, 40 years Hospitality Experience, and references 2nd to none. We would be honored to be a part of your team.

HOUSEWARES, LINENS & ROOM SUPPLIES**etcetera ... international**

820 Lumber St
Myrtle Beach, South Carolina, 29577
tel: 843.839.3278
Website: www.etcmb.com/
Specialty: From Housewares, to include small appliances, dinnerware and glasses, bed and bath wares, and other accessories for the lodging and hospitality industry, etcetera ... international is a one-call source for everything to stock and replenish your rental unit or hotel room. Representing quality manufacturers, we offer very competitive pricing and the assurance that our service is among the most courteous, efficient, and convenient you'll ever experience!

LANDSCAPE AMENITIES**The Brookfield, Co.**

4033 Burning Bush Rd
Ringgold, Georgia, 30736
tel: 706.375.8530
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

LEGACY TIMESHARE SOLUTIONS**Everest NightBridge**

199 S Los Robles Ave
Pasadena, California, 91101
tel: 818.384.0925
Website: www.everestnightbridge.com/
Specialty: Everest Nightbridge is a source of capital for legacy timeshare resorts. Our mission is to sit on the Owners' side of the table and explore the best options for the future of the resort. We are not a property manager. We invest capital to achieve the goals set by the Owners and property managers. Everest has 26+ years' experience with owning, renovating, restructuring, refinancing and selling shared ownership residential income properties. Our focus includes strategic evaluation, simplifying the ownership structure, and investing capital on behalf of the owners. Please call us and learn why we are different from any service provider currently in the legacy timeshare world.

“ For many years, my clients have advertised in the *Resort Trades* with tremendous success. The publications are widely read and widely respected within the timeshare industry. The *Resort Trades* has also been of great assistance to my clients by helping print our press releases and photographs. They are an integral part of any public relations and advertising plan I suggest to clients.”

Marge Lennon
President Lennon Communications Group

LEGACY TIMESHARE SOLUTIONS**Legacy Solutions International**

70 Brickyard Rd, Unit 10
Essex, Vermont, 05452
tel: 802.373.5068
Website: www.legacysolutionsinternational.com
Specialty: Legacy Solutions International, LLC, founded by Ron Roberts, a 40-year timeshare industry veteran, delivers custom solutions that generate revenues for resort HOA's and managers facing threatening "legacy" issues. Most programs are ZERO out-of-pocket cost! Bring a smile back to your bottom line with effective and proven strategies for maintenance fee delinquencies, asset recapture, standing inventory sales, points programs, webinars, property management, legal & trust services, and even energy efficiency rebates! Contact: 802-373-5068 rjrobertssmg@aol.com.

**Lemonjuice Capital Solutions**

7512 Dr Phillips Blvd, Suite 50-345
Orlando, Florida, 32819
tel: 863.602.8804
Website: lemonjuicesolutions.com/
Specialty: Lemonjuice is more than a professional, full-service resort management company. We are a solutions-based organization presenting an array of unique options that focuses on the resort and what is best for owners including strategic planning and delivering good outcomes. Our leadership and management team are experienced and disciplined timeshare and real estate professionals seeking the best outcomes for all. Unlike other management companies, we are solutions-focused and will invest capital in the Association to achieve goals that work. At Lemonjuice, we put owners first while understanding we serve at the pleasure of our Boards.

**TAKE THE
TIMESHARE
INDUSTRY'S MOST
SOLID INFORMATION
& NEWS SOURCE
WITH YOU,
WHEREVER YOU GO!**

LEGACY TIMESHARE SOLUTIONS**Vacatia Partner Services**

2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: .720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

LENDING INSTITUTIONS**Colebrook Financial Company, LLC**

100 Riverview Center, STE 203
Middletown, Connecticut, 06457
tel: 860.344.9396
Website: www.colebrookfinancial.com
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, Mark Raunika and Tom Petrisko, each of whom has extensive timeshare lending experience.

**Wellington Financial**

1706 Emmet St N Ste 2
Charlottesville, Virginia, 22901
tel: 434.295.2033 ext.117
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 \$8 Billion with our group of lenders. Focused solely on lending to resort developers, we are the exclusive Resort Finance correspondent for Liberty Bank. With 40 years of expertise in the vacation ownership industry, we lend to credit-worthy borrowers at attractive banks rates.

MEMBERS DIRECTORY

LENDING INSTITUTIONS



Whitebriar Financial Corporation

575 Mystic Drive
PO Box 764
Marstons Mills, MA, 02648
tel: 508.428.3458
Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Receivables Financing. We can Lend or Purchase, including Low FICO, No FICO and Credit Reject. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's and assist in Workouts. Resort Equity and Bridge Financing available.

LUGGAGE CARTS



The Peggs Company

4851 Felspar St
Riverside, California, 92509
tel: 951.903.3871
Website: www.ezstacker.com/
Specialty: EZ Stack™ is THE ONLY patent-protected stackable/nestable cart on the market enabling carts to be stored in far less space. It is the ONLY full-size luggage cart in the industry that stacks like a grocery cart. Talk about space saving. So say no to clunky, bulky luggage carts that cause more problems than they solve.

MANAGEMENT & OPERATIONS



Capital Vacations

9654 N Kings Hwy, Ste 101
Myrtle Beach, SC, 29572
tel: 843.449.6500
Website: capitalvacations.com
Contact: Alex S. Chamblin, Jr.
Specialty: Capital Vacations, headquartered in Myrtle Beach, SC, is one of the largest and fastest-growing management, development, and timeshare vacation club companies in North America. The company is dedicated to creating quality vacations and offers an affordable, flexible travel program called Capital Vacations Club. As a hospitality management provider, Capital Vacations provides full-service hospitality management solutions to vacation ownership resorts, helping to promote and support their long-term financial stability. With more than 68 managed resorts and over 30 vacation club properties across the United States and the Caribbean, Capital Vacations is committed to delivering memorable vacation experiences to owners and guests.

MANAGEMENT & OPERATIONS



Getaways Resort Management

999 Fredensborg Canyon Rd
Solvang, California, 93463
tel: 844.438.2997
Website: www.GetAwaysresorts.com
Specialty: When you need winning strategies, not just promises from your resort management company, put GetAways more than 25 years of resort management experience to work for your resort. With close to 50,000 owners/members under management in four countries, GetAways has a proven reputation for providing Game Winning Solutions.



Grand Pacific Resort Management

5900 Pasteur Ct, Ste 200
Carlsbad, California, 92008
tel: 760.827.4181
Website: www.gprmgmt.com
Specialty: For decades, we've created experiences worth sharing—from the moment you start dreaming of your vacation to long after you return home. We tailor our services to preserve the distinctive experience offered by your resort, delivering exceptional results based on our longevity and your vision. Our collaboration, consistency, and hands-on approach ensure your success. Owners vacation with us because they appreciate our service culture. Associations stay with us because of the financial strength we build.



Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345
Orlando, Florida, 32819
tel: 863.602.8804
Website: lemonjuicesolutions.com
Specialty: Specializing in professional, full-service resort and rental management, Lemonjuice delivers owner-centric options focusing on the individual resort's needs. LJS presents solutions concentrating on what is best for the resort and its owners including strategic planning. Our leadership and management team are experienced and disciplined timeshare professionals that understands innovation is key to operating a successful resort. Unlike other management companies, we are solutions focused and will invest capital in the Association to achieve the best outcomes for all. At Lemonjuice, we put owners first while understanding we serve at the pleasure of our Boards.

MANAGEMENT & OPERATIONS



Vacatia Partner Services

Vacatia Partner Services
2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: .720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.



Vacation Resorts International

25510 Commercentre Drive, #100
Lake Forest, California, 92630
tel: 863.287.2501
Website: www.vriresorts.com
Specialty: Vacation Resorts International (VRI) is a full-service timeshare management company providing 35 years of innovation, success, best practices, and solutions to over 140 resorts throughout the United States. We have the resources and solutions to generate income for your resort through rentals, resales, and collections. We invite you to discuss your needs with us today!

MEMBERSHIP PRODUCTS



Vacatia Partner Services

Vacatia Partner Services
2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: 720.335.8983
Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

OUTDOOR AMENITIES



Kay Park Recreation Corp.

1301 Pine St.
Janesville, Iowa, 50647
tel: 800.553.2476
Website: www.kaypark.com
Specialty: Manufacturing "America's Finest" park equipment to make people-places people-friendly, since 1954! The product line includes a large variety of outdoor tables, benches, grills, bleachers, litter receptacles, drinking fountains, planters, pedal boats, and more!

PEST CONTROL/DISINFECTANT



SteriFab

PO Box 41
Yonkers, 10710
tel: 800.359.4913
Website: www.sterifab.com
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

PET SANITATION



DOGIPOT

2100 Principal Row, Ste 405
Orlando, Florida, 32837
tel: 800.364.7681
Website: www.dogipot.com
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.****Hammerhead Patented Performance**

1250 Wallace Dr, Ste D
Delray Beach, Florida, 33444
tel: 561.451.1112

Website: www.hammerheadvac.com
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.

**LaMotte Company**

802 Washington Ave
Chestertown, Maryland, 21620
tel: 800.344.3100

Website: www.lamotte.com/pool
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 test results can be viewed on the touchscreen or can be transferred into our WaterLink Solutions PRO water analysis program. Achieve precision without time-consuming test and clean-up procedures. Visit www.waterlinkspintouch.com for more information.

PREMIUMS**TravNow**

150 Governors Square
Peachtree City, Georgia, 30269
tel: 770.486.1181

Website: www.rsivacations.com/
Specialty: We have always been known as a high service travel fulfillment company that used tech - Today we have emerged as a Tech Company that provides travel fulfillment! State-of-the-Art Hotel & Condo Platforms can integrate into your membership to encourage engagement. Tech-Driven Premium Offerings to drive membership interest and engage prospects. Stop trying to build tech, it has no ROI - we already have it for you! Call 770 486 1181 today! www.RSIVacations.com & TravCoding.com & TravNow

PUBLIC RELATIONS**GBG & Associates**

121 Lakeshore Dr
Rancho Mirage, California, 92270
tel: 760.803.4522

Website: www.gbgandassociates.com
Specialty: 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 effective, comprehensive communication and reputation management programs. Three decades of vacation industry success. 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 effective, comprehensive communication and reputation management programs. Three decades of vacation industry success.

RECEIVABLE FINANCING**Whitebriar Financial Corporation**

575 Mystic Drive
PO Box 764
Marstons Mills, Massachusetts, 02648
tel: 508.428.3458

Website: www.whitebriar.com
Contact: Harry Van Sciver
Specialty: Receivables Financing. We can Lend or Purchase, including Low FICO, No FICO and Credit Reject. Fast Fundings of up to \$5 million. Non-Recourse Financing available, with no Holdbacks. We also Finance Inventory and HOA's and assist in Workouts. Resort Equity and Bridge Financing available.

// I definitely look at every page of Resort Trades each month to see what is happening in the industry. I find it very informative and know that others on my team are reading it, too."

Jon Fredricks, CEO Welk Resorts LLC

REFURBISHMENT & DESIGN**Hospitality Resources & Design, Inc.**

919 Outer Rd, Ste A
Orlando, Florida, 32814
tel: 407.855.0350

Website: www.hrdorlando.com
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 its expertise to provide clients with innovative designs 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.

RENTALS AND RESALE**KOALA**

77 Washington Ave, Floor 5
Clinton Hill, New York, 11205
tel: 833.562.5226

Website: www.go-koala.com
Specialty: KOALA is a new online marketplace that helps timeshare owners rent their unused stays securely to anyone in the world. Our mission is to empower owners with modern technology and open the doors for the next generation of vacationers.

**SellMyTimeshareNow, LLC**

8545 Commodity Cir
Orlando, Florida, 32819
tel: 877.815.4227

Website: www.sellmytimesharenow.com
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 5.5 million visits to our family of websites and more than \$254 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, Florida, 32839
tel: 800.610.2734

Website: www.timesharesonly.com
Specialty: Timeshares Only is a cooperative advertising company that has served the timeshare resale market for over 25 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.

**Vacatia Partner Services****Vacatia Partner Services**

2840 Fairfax St, Ste 219
Denver, Colorado, 80207
tel: .720.335.8983

Website: vacatiapartnerservices.com
Specialty: Vacatia Partner Services is dedicated to the success of legacy resorts and their vibrant owner communities. Our customer-centric products and technologies help resorts increase owner engagement, attract new members, and finance property renovations. Our team of seasoned timeshare professionals partners with HOAs and property managers to increase owner satisfaction and improve your resort's economic health with no risk or upfront fees. Connect with us and see what a fresh approach really means.

RESALES**Bay Tree Solutions**

115 Perimeter Center Place, Suite 860
Atlanta, Georgia, 30346
tel: 800.647.4130

Website: www.BayTreeSolutions.com
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.

MEMBERS DIRECTORY

SALES TRAINING



SHARI LEVITIN
ShariLevitin.com

Levitin Group

P.O. Box 683605, Park City, Utah, 84068
tel: 435.649.0003

Website: www.sharilevitin.com

Specialty: Shari Levitin is the author of the bestseller, Heart and Sell, a frequent contributor to Forbes, CEO Magazine, Huffington Post, and guest lecturer at Harvard. Shari started in the timeshare industry in 1997, and her team has increased revenues for companies like Wyndham, Hilton, and RCI in over 40 countries. Recently, Shari has been recognized as one of the:

- Top 10 Voices in Sales for LinkedIn
 - Top 20 Sales Experts in the Salesforce documentary, "The Story of Sales."
 - Top 50 Keynote Speakers
 - 38 Most Influential Women in Sales
- <https://www.linkedin.com/in/sharilevitin>

SOFTWARE



Digital Rez International Inc

Warrens Park Dr
Clermont, Saint Michael, BB11157
tel: 246.436.3739

Website: www.digitalrez.com/

Specialty: The Digital Rez Group is a global organization consolidated behind the RezExpert Software System.

With offices in Canada, Barbados, and Australia, Digital Rez has been operating for over 30 years providing solutions to the accommodation and hospitality sector worldwide. Specializing in enterprise-level centralized Property Management Systems, and comprehensive Membership management for large networks and single resorts with exclusive points and rules management.



Maestro PMS

8300 Woodbine Ave
Markham, Ontario, L3R 9Y7 Canada
tel: 905.940.1923

Website: maestropms.com

Specialty: Ideally suited for independent full-service hotels, resorts, conference centers, and multi-property groups, Maestro can handle your complex PMS, Spa, Vacation Rental, and Sales and Catering requirements. With over 20 integrated modules on a single database backed by unparalleled support, it is the preferred PMS of an international clientele. A Web Browser solution on-premise or cloud, Maestro enhances the guest journey with a touchless, mobile and sophisticated personalized experience. Contact us to learn more.

SOFTWARE



Resort Data Processing

211 Eagle Rd
Vail, Colorado, 81657
tel: 877.779.3717

Website: www.resortdata.com

Specialty: RDP is an all-in-one Timeshare/Fractional Management Software solution that will modernize every aspect of your property. RDP enables both fixed and floating Timeshare management with full Owner accounting and an online Owner's Portal. RDP's sophisticated Reservations and Operations suites will allow your property to offer a Guest Experience that is not possible with other specialized Timeshare software vendors, including a customizable commission-free Booking Engine that will increase revenue through Paying Guest reservations.



RNS Timeshare Management Software

410 43rd St W
Bradenton, Florida, 34209
tel: 941.746.7228

Website:

www.TimeshareManagementSoftware.com

Specialty: Designed for legacy fixed and floating time resorts, our software solution streamlines the reservation and accounting functions for timeshare 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 timeshare resort.



SPI Software

444 Brickell Ave, Suite 760
Miami, Florida, 33131
tel: 305.858.9505

Website: www.spiinc.com

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 40 years of industry experience. This includes an advanced user interface, all major integrations, and cloud-based extendable applications.

SOFTWARE



Viewpoint

6277 Sea Harbor Dr., Orlando, Florida, 32887
tel: 305.491.2850

Website: viewpointweb.com

Specialty: @Work International is an IT company that has been providing software to the Timeshare Industry for over 30 years. Viewpoint is currently used by more than 100 Resorts / Clubs globally. Market Penetration: Viewpoint is used in over 85% of Australian & New Zealand resorts. And expanding globally with Resorts / Clubs using Viewpoint in the United States, India, Bali, Thailand, Greece, Egypt, the United Kingdom and many more.

STRATEGIC PLANNING



Everest NightBridge

199 S Los Robles Ave
Pasadena, California, 91101
tel: 818.384.0925

Website: www.everestnightbridge.com/

Specialty: Everest Nightbridge is a source of capital for legacy timeshare resorts. Our mission is to sit on the Owners' side of the table and explore the best options for the future of the resort. We are not a property manager. We invest capital to achieve the goals set by the Owners and property managers. Everest has 26+ years' experience with owning, renovating, restructuring, refinancing and selling shared ownership residential income properties. Our focus includes strategic evaluation, simplifying the ownership structure, and investing capital on behalf of the owners. Please call us and learn why we are different from any service provider currently in the legacy timeshare world.

STRATEGIC PLANNING



Lemonjuice Capital Solutions

7512 Dr Phillips Blvd, Suite 50-345
Orlando, Florida, 32819
tel: 863.602.8804

Website: lemonjuicesolutions.com/

Specialty: Lemonjuice delivers comprehensive professional management, strategic planning, and the resources needed to execute those plans for Association Boards and Managers. Unlike typical management companies, Lemonjuice will invest capital with the Association to help it achieve its goals. Services include strategic analyses; rental distribution, revenue management, and channel management; Resort technologies including operating systems, websites, and tools; professional resort management and accounting; title and roster reconciliation; sunset management; and Project restructuring and repositioning. Give your owners options!

TECH SOLUTIONS



TravNow

150 Governors Square
Peachtree City, Georgia, 30269
tel: 770.486.1181

Website: www.rsivacations.com/

Specialty: We have always been known as a high service travel fulfillment company that used tech - Today we have emerged as a Tech Company that provides travel fulfillment! State-of-the-Art Hotel & Condo Platforms can integrate into your membership to encourage engagement. Tech-Driven Premium Offerings to drive membership interest and engage prospects. Stop trying to build tech, it has no ROI - we already have it for you! Call 770 486 1181 today! www.RSIVacations.com & TravCoding.com & TravNow

TOWEL SERVICES



Towel Tracker

950 Vitality Dr. NW, Suite A
Comstock Park, Michigan, 49321
tel: 616.325.2060

Website: toweltracker.com

Specialty: Towel Tracker enables you to control and simplify your towel service while increasing your bottom line through recurring savings on status quo expenses you no longer will pay!

On the surface level, guests simply swipe their room key to access as many towels as they want. Every towel taken is then invisibly tracked (via unique ID) and assigned to that guest's account. Upon return to the system receptacle, towels are automatically cleared from that account. Replacement costs for unreturned towels can be set to automatically roll into the guest's final room invoice as individual line items. Below the surface level, lie powerful data analytics to empower you to efficiently track and manage inventory, distribution, staffing, laundry costs, and even detection of formerly difficult-to-track (non-guest) "back-end" losses! Furthermore, as data is accumulated, patterns of usage will emerge, specific to your resort, to help you optimize your operations. All of this translates to recurring (year-after-year) savings across the board!

ASK how you can get
RESULTS
quickly using our
CLASSIFIEDS.
Contact Marla Carroll
931-484-8819

TRADE ASSOCIATIONS

ARDA
1201 15th St NW, Ste 400
Washington, District of Columbia, 20005
tel: 202.371.6700
Website: www.arda.org
Specialty: ARDA is the face of vacation ownership. Based in Washington, D.C., the American Resort Development Association (ARDA) is the trade association for the timeshare industry. ARDA's membership comprises over 500 companies (both privately held firms and publicly traded corporations), which house 5,000-plus individual ARDA members. ARDA's active, engaged members have extensive experience in shared ownership interests in leisure real estate. ARDA's work — including proactive advocacy — touches every role within the timeshare industry. Developers, exchange companies, vacation clubs, timeshare resellers, timeshare owner associations (HOAs), resort management companies, industry vendors, consultants, and legal and regulatory experts are all part of the ARDA network. Meanwhile, timeshare owners and managers connect with ARDA through the ARDA-Resort Owners' Coalition (ARDA-ROC).



C.A.R.E. (Cooperative Association of Resort Exchangers)
P.O.Box 2803
Harrisonburg, Virginia, 22801
tel: 800-636-5646 (U.S. & Canada)
540-828-4280 (Outside U.S. & Canada)
Website: www.care-online.org
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. Companies that possess rent-able inventory or seek inventory for fulfillment set the foundation of C.A.R.E. with multiple advantageous scenarios for securing client vacations, increased inventory utilization and heightened yield management.

**TRAVEL CLUBS**

Global Connections, Inc.
5360 College Blvd, Ste 200
Overland Park, Kansas, 66211
tel: 561.212.5359
Website: www.explorepci.com
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OTC Owners Travel Club
6277 Sea Harbor Dr
Orlando, Florida, 32887
tel: 844.724.6000
Website: ownerstravelclub.com
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Resort Inventory Group
40 S Broad St, Ste 200
Brevard, North Carolina, 28712
tel: 239.777.3789
Website: www.resortinventory.com/
Specialty: Resort Inventory has 170 Hotels/Resorts contracted with inventory for the Timeshare/Vacation Club industry, to provide added member benefits with locations in NYC, San Fran, New Orleans, Wash DC., FL Beaches, CA coast, and many others. Member benefits, rental revenues, and to increase the "dots on the map" to enhance the club value, provide rental revenue income, and expand your membership program.

TRAVEL INCENTIVES

BestBuy Incentives
3605 Avalon Ct
Voorhees Township, New Jersey, 08043
tel: 866.343.8003
Website: www.bestbuyincentives.com/
Specialty: Quality custom branded travel and gift certificates designed to impact tour flow for travel clubs, resorts, and call centers. Since 1992 we have provided certificates for the best-known companies in the world. Our leadership and legendary customer care are our mark of excellence and assure you of the very best in the industry today and tomorrow. Broker inquiries are invited. Contact Karl Kramer.

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INCENTIVATIONS
1917 E Broward Blvd
Fort Lauderdale, Florida, 33301
tel: 800.790.8520
Website: www.incentivations.com
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True Incentive
2881 E Oakland Park Blvd, Suite 205
Fort Lauderdale, Florida, 33306
tel: 800.684.9419
Website: true-incentive.com
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