



**Tahoe Sands Time Share Owners Association  
(TSTSOA)  
Position Descriptions for  
Board of Directors and Committee Chairs**

<b><u>Table of Contents</u></b>	<b><u>Page</u></b>
Introduction	2
Purpose	2
Mission Statement	2
<b>BOARD MEMBER POSITIONS</b>	<b>3</b>
Board President	4
Vice President	6
Chief Financial Officer (CFO)	7
Secretary	9
Member at Large	11
<b>ASSOCIATION COMMITTEES</b>	<b>12</b>
ADA – Americans Disabilities Act	13
Finance	14
Insurance and Legal	15
Maintenance and Safety	17
Member Relations	18
Nominating	20
Policy and Rules	21
Renovation and Improvement	22
Strategic Planning	24

## **Introduction**

This document identifies and defines the scope, duties, and responsibilities for each Board Member and Committee Chair of the Tahoe Sands Time Share Owners Association (TSTSOA), referred to in this document as “Position Descriptions”. Board officers are chosen from members of the Association and are elected at the annual general meeting, with preference given to those members who are actively participating in the Association activities. Subject to the provisions of the Articles, Declaration, Bylaws and the laws of California, all corporate powers of the Association shall be exercised by or under the authority of, and the business and affairs of the Association shall be controlled by the Board. Committee Chairs are appointed by the Board and serve at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

## **Purpose**

Provide the formal definition of the Position Description for each Board Member and Committee Chair in a central and accessible location. For Board Members and Committee Chairs, this document will serve as a reference to learn or better understand their duties and responsibilities when serving on the Board or a Committee. For TSTSOA Owners who may be interested in serving on a Committee or the Board, this document will serve to better communicate and define what is expected from them if they choose to serve on a particular Committee of interest or run for the Board.

## **Mission Statement**

To Provide and Enhance the Vacation Experience for all Owners of the Tahoe Sands Resort and Guests.

## **Board Member Positions of the TSTSOA**

The Association shall have the following officers, and such other officers, including one (1) or more Assistant Secretaries, as may be elected by the Board. The duties of officers shall be as prescribed in the Articles, Declaration, or Bylaws, or as assigned from time to time by the Board and, as to other officers; and as they are further defined in the Position Descriptions included in this document:

Each officer of the Association must be a natural person and shall be elected by a majority of the Board and shall hold office until it shall resign, shall be removed or otherwise disqualified to serve, or its successor shall be elected and take office, normally annually at the organization meeting.

Term of office for directors shall be two years. The terms of two directors will expire in even-numbered years and the terms of three directors will expire in odd-numbered years. Terms shall begin at the conclusion of the meeting at which directors are elected to fill expiring terms, and expire at the conclusion of the annual meeting approximately two years later at which directors are voted upon to replace those whose terms are expiring.

- Board President
- Vice President
- CFO
- Secretary
- Member at Large

**Position Title: *Board President***

**Mission Statement:**

The President, who shall be chosen from the Board, shall be the chief executive officer of the Association and shall, subject to California nonprofit mutual benefit corporation law, the Governing Documents, and the control of the Board, have general supervision, direction and control of the business, management and officers of the Association. The President shall preside at all meetings of the Members and of the Board of Directors, and shall be an ex-officio member of all standing committees.

**Responsibilities:**

- To actively participate on the Board.
- Assist in the drafting of meeting agendas. Approve meeting agendas for Board Meetings, special, and annual meetings.
- Chair and manage the conduct of Board Meetings, special, and annual meetings.
- Assist in drafting and sign official Association correspondence.
- Oversee management company operations along with other Board Members. Insure that safety is the foremost element in association and management company approaches to the operation of Tahoe Sands Resort.
- Appoint Committee Chairs with Board concurrence.
- Oversee records keeping management. Ensure that all correspondence is answered. Association files are maintained; public access is assured.
- Make effort to attend social and other events while at the resort to explain the policies, actions, and direction that the Board is taking regard the operation of the association and management company activities.
- Facilitate communication between Board Members, committee chairpersons and owners. Be available for and conduct telephone or SKYPE meetings when necessary.
- Provide hands-on leadership in order to achieve the association goal of making Tahoe Sands Resort truly an exceptional resort.

**Coordination:**

- Cooperate, periodically and on demand, with the Management Company, Board Members, and each Committee Chair to effectively execute/accomplish the above responsibilities, as is necessary.

**Data Input:**

- The bylaws and other official documents related to the establishment and operation of the TSTSOA.

- Board Meeting Report and other documents related to the ongoing and effective oversight of the TSR Management Company and providing leadership of the TSTSOA Board Members.

**Deliverable:**

- Develop and submit, in a timely manner, an entry item for the quarterly *Bear Paw* to communicate with Time Share owners any key and ongoing accomplishments at the resort plus status of any ongoing project.
- In coordination with Management Company, develop and sign off any official association document(s).

**Position Title: *Vice President***

**Mission Statement:**

In the absence or disability of the President, the Vice President shall perform all the duties of the President, and when so acting shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall also have such other powers and duties as are prescribed by the Board or the Governing Documents.

**Responsibilities:**

The responsibilities of the Vice President include, but are not limited to:

- To actively participate on the Board.
- In the absence or disability of the Board President, shall perform all of the duties of the President and have all powers of the President, but subject to the restrictions of any and all governing documents.
- If the President leaves office, the Vice President automatically becomes the President.
- The Vice President shall also have other duties and powers of the President as required by the Board or governing documents.
- May be appointed to committees, sub-committees or special projects by the President.

**Coordination:**

- Same as for Board President, when acting in capacity.
- As required to accomplish any special assignments.

**Data Input:**

- Same as for Board President, when acting in capacity.
- As required to accomplish any special assignments.

**Deliverable:**

- As required to report status or completion of any special assignments, when acting in capacity.

**Position Title: *Chief Financial Officer (CFO)***

**Mission Statement:**

The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct amounts of the properties and business transactions of the Association, including amounts of its assets, liabilities, receipts, disbursements, gains or losses. The books of account for the Association shall at all times be open to inspection by any director.

The Chief Financial Officer shall deposit, or cause to be deposited, all monies and other valuables in the name of and the credit of the Association with such depositories as may be designated by the Board, and shall render, or cause to be rendered, to the President and directors, whenever they request it, an account of all its transactions as Chief Financial Officer and of the financial condition of the Association.

The Chief Financial Officer shall have such other powers and perform such other duties as may be prescribed by the Board or the Bylaws. The Board may delegate the performance of the foregoing duties to a professional manager or certified public accountant retained by the Association, subject to supervision by the Chief Financial Officer.

**Responsibilities:**

The CFO's primary responsibility is to ensure, as much as possible, that the financial reports reflect accurately the financial transactions and the TSTS resort's financial position in adherence to board policies and governing documents.

- To actively participate on the Board.
- Recommends financial policies to the Board.
- Oversees the resort's accounting, financial reporting, disbursements, deposits, assets, liabilities, and other financial transactions.
- Negotiates financial transactions including contracts, loans, banking relations, and the appointment of auditors.
- Reviews internal controls, expenses, bank accounts, deposits, and withdrawals.
- Develops or causes to develop annual budgets and monthly financial statements.
- Presides over the finance committee.
- Oversees changes in ownership assessments.
- Ensures establishing and maintaining reserve levels.
- Performs other duties as may be prescribed by the Board of Directors.

**Coordination:**

- Coordinate with Management Company for monthly financial reports.
- Coordinate with Management Company for Annual Budget.
- Coordinate with Audit firm for Annual Audit Engagement Letter.



- Coordinate with Management Company, CPA and Audit firm to meet Bylaws deadline for annual financial audit report.
- Coordinate with Board to ensure communication of financial position, both immediate and forecast.

**Data Input:**

- Annual Audit
- Monthly Financials
- Budget

**Deliverables:**

- Updated Annual Audit
- Updated Budget
- Board Meeting Presentations
- Annual Meeting Presentations

**Position Title: *Association Secretary***

**Mission Statement:**

The Secretary shall keep or cause to be kept, at the principal office, or at such other place as the Board may order:

- **Minutes.** A book of minutes of all meetings of directors and Members, or a duplicate thereof, with the time and place of holding, whether regular or special, and, if special, how authorized, the notice thereof given, the names of those present at directors' meetings, the number of Memberships present or represented at Members' meetings, and the proceedings thereof.
- **Members.** A Membership register, or a duplicate thereof, showing the names of the Association Members and their addresses, the number and date of Memberships issued, and the number and date of cancellations of Membership; and
- **Seal.** The seal, if any, of the Association in safe custody.

The Secretary shall also have such other powers and duties as are prescribed by the Board or the Governing Documents.

**Responsibilities:**

- To actively participate on the Board.
- Oversee all Association minutes, Membership register and Seal.
- Facilitates Board attendance roll call.
- Review draft meeting minutes from Recording Secretary and note any corrections or amendments to the Board for review.
- Sign Board minutes once approved to attest to their accuracy.
- Oversee Association correspondence. Ensure that all correspondence is presented at meetings and answered.
- Oversee Association communication.
- Maintain appropriate Association recordkeeping:
  - Governing Documents
  - Record Date Report
  - Meeting Records
  - Membership Register
  - Association Communication
- Maintain and keep a list of Association Officers, Committee Chairs, and Committee Members.
- Signs official documents of Association as required.

**Coordination:**

- Coordinate with Management to ensure notification to Membership of Annual Meeting.

- Coordinate with Management to ensure communication with Recording Secretary for all meetings.
- Coordinate with Management to ensure accurate and up-to-date recordkeeping.
- Coordinate with Board and Management for appropriate Association Communication and correspondence follow-up.

**Data Input:**

- Meeting minutes
- Correspondence

**Deliverable:**

- Review approved minutes and sign

**Position Title:** *Member at Large*

**Mission Statement:**

To actively participate on the Board

**Responsibilities:**

Respond and take action to accomplish any specific task/project that the Association Board assigns to individual.

**Coordination:**

- As necessary to perform assigned specific assignment.

**Data Input:**

- Specific request from the Association Board along with any data/information necessary to perform task/project.

**Deliverables:**

- Board Meeting Report as appropriate – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

## **Committees in support of the TSTSOA Board**

Each Committee consists of a Committee Chair and may include additional supporting committee members, as necessary, to affectively address and complete the responsibilities assigned to the Committee. Committee Chairs are appointed and serve at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association. Currently the following committees have been established:

- ADA
- Finance
- Insurance and Legal
- Maintenance and Safety
- Member Relations
- Nominating
- Policy and Rules
- Renovation and Improvement
- Strategic Planning

**Position Title: *ADA Compliance Committee***

**Mission Statement:**

To support the Association in meeting ADA requirements with the intent to create a memorable resort experience for our guests requiring special ADA accommodations.

**Qualifications:**

The ADA Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

- Work with Management Company to meet required ADA accommodations for members and guests visiting the Tahoe Sands Resort.
- Learn and apply Federal, State and local laws to meet ADA requirements.
- Work with resort management / staff when considering construction of new buildings and or remodeling rooms to meet ADA requirements.

**Coordination:**

- Appropriate individuals at the Management Company
- Renovation and Improvement Committee
- Safety and Maintenance Committee

**Data Input:**

- Search the Web Sites of Federal, State and Local Government rules that apply to ADA accommodations for resorts in the Tahoe Region.
- Evaluation of ADA Compliance Report provided by Corfee Stone & Associates, Employment and ADA Access Attorneys. Provided Sept. 3, 2010

**Deliverable:**

- Work with Management Company and TSR staff to insure we are moving forward with ADA Compliance, when readily achievable.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

**Position Title: *Finance Committee***

**Mission Statement:**

The Finance Committee' mission is to assist the Chief Financial Officer (CFO) and the TSTSOA Board of Directors to ensure the accuracy of financial transactions and their adherence to Board Policies and governing documents.

**Qualifications:**

The Finance Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

The committee assists in ensuring the integrity of internal controls by periodically performing internal audits of the Association's books.

- Sampling of transactions to insure accuracy
- Reconciling Bank Accounts
- Reviewing compliance of the Management Contract
- Verifying the accuracy and the documentation of reimbursements, cash transactions, and bank balances.
- Testing account balances
- Verifying compliance of tax reporting and statutory requirements

**Coordination:**

- The Finance Committee interacts, as needed, with the CFO and the Management Company during the performance of above responsibilities.

**Data Input:**

- The bylaws and other official documents related to the establishment and operation of the financial position of TSTSOA.

**Deliverables:**

- Reports of compliance or non-compliance of TSTSOA financial policies or contractual agreements by the Management Company to the Chief Financial Officer.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

**Position Title: *Insurance and Legal Issues Committee***

**Mission Statement:**

To review, advise and make recommendations to the Board of Directors (herein the “Board”) of the Tahoe Sands Time Share Owners Association, a California nonprofit mutual benefit association (herein the “Association”), with regard to appropriate and adequate insurance coverages for the Association. To determine and advise the Board in connection with potential insurance claims for covered losses or damage suffered by the Association. In addition, to review, advise and make recommendations to the Board in connection regarding legal issues which impact or in which the Association is involved.

**Qualifications:**

The Insurance and Legal Issues Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

- At least annually, review with the Management Company current insurance coverages and renewal proposals and quotes to advise and recommend to the Board any changes in coverage and renewal of existing or replacement policies of insurance.
- Assist the Board and Management Company in making and processing covered insurance claims.
- Review owner and other correspondence which present legal issues and advise and make recommendations to the Board regarding appropriate response.
- At the Board’s request, obtain and provide the Board with legal opinions in connection with ownership and operation of the time share resort (such as ADA compliance issues, legal rights of members of nonprofit mutual benefit associations, etc.).
- Prepare for and attend Board Meetings.

**Coordination:**

- Work with the Board and Management Company to determine appropriate and adequate insurance coverage for the Association at reasonable premium costs.
- Work with the Board, Management Company and insurance representatives to recover insurance settlement and proceeds for covered losses and damage suffered by the Association.
- Work with the Board, Management Company and other committees to reduce underwriting risks and reduce premiums for insurance coverage.



**Data Input:**

- Annual renewal and competitive quotes for insurance coverage for the Association and Board.
- Schedule/Chart of current (and past) insurance coverage and premium costs.
- Owner and other correspondence directed to the Association, Board and/or Management Company.

**Deliverable:**

- Recommendations to the Board for appropriate and adequate insurance coverages for the Association at reasonable premium costs.
- Recommendations for appropriate responses to owner and other correspondence directed to the Association and Board.
- Information for the Board to make reasonable decisions on insurance coverage, premium costs and decisions with regard to legal matters.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

**Position Title: *Maintenance & Safety Committee***

**Mission Statement:**

Ensure that the facilities and grounds of the Tahoe Sands Resort are maintained in good condition and are safe for owners and guests to enjoy.

**Qualifications:**

The Maintenance Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

Inspect the facilities and grounds of the resort on a regular basis and report any maintenance and safety irregularities or deficiencies to resort management, including:

- Recruit teams of owners to participate in regular resort inspections.
- Conduct inspections on a quarterly basis, approximately a month before Board Meetings.
- Conduct inspections in such a way that all units are inspected twice per year.
- Record observations on worksheets during the inspections.
- Collect worksheets, then summarize and transmit observations and findings to resort management for attention and redress.

**Coordination:**

- Inspections are scheduled in coordination with Resort Management, Committee Chairperson, and Committee Members.
- Teams of two inspectors each are accompanied during their inspections by maintenance or housekeeping staff.

**Data Input:**

- The Maintenance and Safety Committee does not receive written reports from resort management; rather the Committee creates reports of maintenance and safety issues and provides these reports to Resort Management.

**Deliverables:**

- The Maintenance and Safety Committee provides a Board Meeting Report on the maintenance and safety condition of units recently inspected.

**Position Title: *Member Relations Committee***

**Mission Statement:**

The purpose of this Committee is to be an available contact and resource for the members, review all documents that are sent to the members and assist with communication to the members, the Board, and the Management Company. The committee is responsible for the Annual Work Party Weekend. This committee should provide a voice for the members in matters of concern and be mutually beneficial to all.

**Qualifications:**

The Member Relations Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

The function and purpose of the Member Relations Committee is to enhance member relations. These functions include:

- Review all Association communication with membership; bi-annual newsletter, Assessment Billing and Collection Policy, voting documents including ballot, comment cards, membership communication and any other Association related general communication.
- Prepare written communication for membership following each Board Meeting.
- Plan and implement annual Work Weekend, usually in May, including identify the specific “clean-up/planting” projects to be performed by participants.
- Assist with coordination of Annual Meeting.
- Attend and present at the Annual Meeting in March.
- Advise and make recommendations to the Association Board regarding member relations.
- Research (if directed by the Association Board) and advise the Association Board in connection with any member relations’ issues which may arise in the course of the business of the Association.
- Attend Board Meetings 4 times a year.

**Coordination:**

To accomplish the above responsibilities, coordination with the following will be necessary:

- Coordinate with Management for membership communication.
- Coordinate with Board and Management for Annual Meeting.
- Management Company to plan and set date for Work Weekend.
- Out-reach to owners to participate in Work Weekend.
- Work Weekend participants and Administrative Manager of the Management Company.

**Data Input:**

- Number of participants
- Number of rooms to be reserved
- Number of plants
- A list that identifies the specific areas to be cleaned and what plants to be planted where

**Deliverable:**

- Provide articles for the *Bear Paw*
- Attend and Oversee May Work Weekend
- Presentation of Work Weekend event at Annual Owners Meeting
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting
- Yearly clean-up work completed: Beach & Mountain side clean-up, flowers planted

**Position Title: *Nominating Committee***

**Mission Statement:**

To identify owners in good standing who have an interest in participating on the Association Board and are willing to commit/contribute to the ongoing activities in the best interest of the Tahoe Sands Timeshare Resort.

**Qualifications:**

- Chairperson is assigned from one of the current Board of Directors.
- The Nominating Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

- In preparation for the yearly general meeting solicit candidates, from the general owner's list and placing emphasis on previous Board Members and/or Committee Chairs, who might be interested in running for a position(s) on the Association Board.
- Inform/discuss general duties and responsibilities of Board position(s) with interested candidate and provide to them the appropriate Position Description(s).
- Present candidate(s) at the next Board Meeting.

**Coordination:**

- Coordinate w/Management Company to ensure that the candidate(s) is an owner in good standing.
- Develop a short bio per candidate/position to be announced to the owners via the Bear Paw newsletter prior to the General Meeting.
- Coordinate the election process at the annual General Meeting.

**Data Input:**

- Contact info for property owners/potential candidates
- Association Bylaws

**Deliverables:**

- Name of individual(s) plus a short bio for each candidate/position.
- Final/formal results of the election process at the annual General Meeting.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

**Position Title: *Policy and Rules Committee***

**Mission Statement:**

Review and develop recommendations to the Board for regarding Association Rules and Policies for the safety, enjoyment and consideration of all owners.

**Qualifications:**

The Policy and Rules Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

- Review policies and rules as related to current issues brought before the Board.
- Researches issues and provides recommendations to Board regarding potential solutions, follows up with updates as needed.
- Creates communication like surveys for owners to determine general opinion of potential rule change and the available options.

**Coordination:**

- Works with Board and Management to determine the best solution for issue at hand.

**Data Input:**

- Familiarity with current Policy and Rules
- Comfortable with internet and other resources to research what current law, regulations and trends that may apply to/ guide/influence options for possible change to rules and regulations. (i.e. various facets of issues regarding ADA and comfort dogs for the dog policy)

**Deliverable:**

- Present information and suggestions at next Board Meeting or deadline provided by the Board.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.

**Position Title: *Renovation and Improvement Committee***

**Mission Statement:**

To be cognizant of both the short and long term interests of the TSTSOA owners that their lake-front resort provides the appearances and the functional resources, as their vacation destination, to meet their needs for both family gatherings as well as a joyful and restful location from which to take advantage of the many sites and outdoor activities that the Tahoe Lake Region provides.

**Qualifications:**

The Renovation and Improvement Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

Monitor and oversee the ongoing projects and activities performed by the Management Company that are related to any resort *renovation or improvement* plans that have been approved by the Association Board, to ensure that the objectives of such approved plans are being achieved in a timely manner and within any constraints due to funding, weather conditions, and TRPA regulations. Specific tasks/responsibilities include:

- Develop familiarity with the TSR Reserve Study and other related documents.
- Contribute to the development, and review, of any plan for improving the overall appearances of the TSR and provide constructive inputs to the Management Company during the approval and the implementation phases.
- Contribute to the development, and review, of any plan to upgrade/remodel any physical structures or to construct new structures at TSR, and provide constructive inputs to the Management Company during the approval and the implementation phases.
- Attend meetings, as appropriate, that the Management Company conducts with contractors and/or local government agencies during the course of getting approval for development and implementation of plans authorized by the Association Board.
- Be prepared to support/participate in discussions of plans, any related issue, and status at Association Board Meetings and other related meetings.
- Prepare for and attend Association Board Meetings.

**Coordination:**

In addition to ongoing discussions with Board Members, as appropriate, and ongoing discussions at scheduled Association Board Meetings, coordination with the following entities is also necessary to ensure that their needs and interests are being considered:

- Management Company
- ADA Committee
- Safety and Maintenance Committee

- Strategic Planning Committee

**Data Input:**

The following documents are the key sources of information for the committee members to effectively perform their duties:

- TSR Reserve Study - available through the Management Company
- Formal Contract Documents - as related to specific contracted projects
- BMP Documents - plus other documents related to ongoing committee efforts
- Current 3-5 Year Plan
- Board Meeting Reports – as related to specific committee efforts

All above documents can be made available through the Management Company.

**Deliverable:**

The documents to be developed by the committee in order to effectively communicate with all the interested entities will include, but not limited to:

- Updated 3-5 Year Plan.
- Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting.
- Specific reports, related to current committee activities, as deemed necessary.



**Position Title: *Strategic Planning Committee***

**Mission Statement:**

To develop a comprehensive 20-year strategic plan that enhances the beauty of our property and our community through improving, renovating and maintaining a quality resort for our owners and guests.

**Qualifications:**

The Strategic Planning Committee Chair is appointed and serves at the pleasure of the Board of Directors of the Tahoe Sands Time Share Owners Association.

**Responsibilities:**

- Make a value judgment as to the maintenance of values currently embraced by the owners and determine or forecast if they will still to be valid in 20 years.
- Make recommendations to the Board of Directors regarding the direction that should be taken by the resort in order to meet the strategic vision.
- Put together a systematic plan (Five – Twenty Year Plan) to implement the set of qualities valued derived from input by owners and management at the resort, and the vision of what the resort should look and feel like in 20 years. This plan should integrate past, present, and a forecast of the resort’s physical attributes, as well as the “Owners Experience” at the resort in order to achieve the goal of making “Tahoe Sands a World Class Resort“.
- This plan would entail a level of quality service greatly enhanced from current levels, as well as long term redevelopment plans. This plan may also require and should include recommendations as to what and when new investment by owners would be required.
- TSR operations, and Safety/Maintenance, and Renovation/Improvement Committee participation and coordination is essential to the successful development of the long term resort strategy.
- Continue to help facilitate inspections all the units in order begin to help the Board set priorities for rehabilitation of specific units. Assess budget adequateness regarding the upgrading some of the furnishings and fixtures for greater comfort and enjoyment of owners.
- Facilitate the transformation from the idea of simply providing a clean, comfortable facility, to a more all-encompassing atmosphere of superlative service and focus on the enjoyment of all resort guests at will make our resort a “World Class Resort“.
- Incorporate current BMPs into the long term plan.

**Coordination:**

The plan must be coordinated with ongoing TSR operations, the Safety & Maintenance Committee, and the Renovation & Improvement Committee activities at the resort in order to not cause major disruptions to the their ongoing operations.

**Data Input:**

- Preliminary drawings made for 5 new units on the lake side (including 3 fully compliant ADA units)
- BMPs

**Deliverables:**

- Maintain and update, as necessary, the Five – Twenty Year Plan
- Milestones for the near future include:
  - October 2019 BMP integration into strategic plan update
  - January 2020 BOD meeting - preliminary long term strategy plan for board review and approval
  - March 2020 - presentation of preliminary long term strategic plan to Owners at annual meeting
  - October 2020 - Cost analysis for implementation of strategic plan
  - Board Meeting Report – a summary of activities, accomplishments, and any pending action items is to be made available and included in the agenda/hand-outs for each Association Board Meeting