

EXTENDED Ski Trips COMMITTEE ACTIVITIES

Description of overall responsibility

Snow Skiing is an extremely significant part of the Greensboro Ski & Outing Club activities, and as such, Extended Ski Trips plays an important role in offering Club members a variety of well-planned group trips at reasonable prices.

As Extended Ski Trips Chair, the primary duty is to take a leadership role and oversee the planning, development and implementation of extended trip programs. The overall duty includes the selection, recruitment, and mentoring of volunteers who have experience participating in ski trips, and providing direction toward their leadership skills in organizing, marketing and implementing the trip program. The committee activities involve the research through analysis, experience, and survey feedback, collection of resort and tour operator information, seeking out and evaluating the comparative and competitive bidding by tour operators. Selection of trip destination and resort package, planning and proposal of budget, marketing strategy and sales of trips to participants. The following activities described below fall within area of responsibilities of the Extended Ski Trips Committee under the leadership of the Extended Ski Trips Chair and under direction of the Extended Ski Trips Director:

- Research member interest
 - Research Resort Amenities, travel and accommodations
 - Analyze member interests with Accommodations
 - Seek out competitive bidding from Tour Operators
 - Compare bid results
 - Make proposals on destinations and Dates
 - Plan budgets and makes recommendations
 - Interview and Select Trip Leaders
 - Prepare news media coverage on trips
 - Make proposals for Trips Policy, Procedures, Guidelines
 - Propose cancellation procedures and penalty
 - Mentor trip leaders
 - Monitor trip progress and implementation
 - TIPS on Conducting Extended Ski Trips Committee Activities
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Research member interest

Member interest operates like the law of supply and demand. If your members want to go to traditional destinations year after year, like Vail and Aspen, then traditional is what they should be offered. But if the membership seems challenged by the adventure of doing something different, then you should offer them something new. You can better plan trip destinations and resort accommodations if you listen to the membership interests. We have learned that many non-skiers enjoy participating in the extended ski trips program since a variety of activities are available at most destinations, especially in European trips.

Member interest can be obtained in various ways: evaluation questionnaires at the end of a trip, member survey feedback, input from members, Crescent Council members surveys and by dropping ideas for member consideration. Linda Ueland has managed several formal member surveys in the early 1990s and comments on each returned survey provides information valuable to understanding what member interests are. She believes it is important to the selling of a trip and success of a winter trips program to go to destinations where the members want to go.

- Questionnaires, or Trip Evaluation Forms, at the end of a trip should seek participant feedback and evaluation of the trip destination, accommodations, trip leader performance and provide insight as to member satisfaction with facilities, what could be improved upon, and ask specifically where a member would like to go next year;
- Member survey feedback can be every other year, and done during the ski season when member interest in snow skiing is high. Some in the past have been stamped, addressed folded inserts to the newsletters. About 80 - 120 surveys were returned (about 20-25%) in 1997. In January, 1999, it was decided by the Board that surveys would be conducted through the membership meetings, and an announcement be placed in the newsletter for any interested persons not attending meetings to input. There were about 60 surveys returned. It was not felt to be adequately representative of all trips participants, so the survey information for Extended Ski Trips was supplemented through trip evaluation forms following extended ski trips. This provided a more accurate feedback for those who actually go on the trips, and may or may not be meeting attendees.
- Crescent Council member surveys are conducted through evaluation feedback forms on the Crescent Council trips. A trip summary is made at the end of the ski season, and reported at the annual Spring Conference.
- Direct feedback from members is invaluable when considering member interests. It is reflective of skier interest in general if people know where they want to go, and talk about it. They will probably help sell the interest to others and promote the flock syndrome – follow the crowd and do what the group is doing!!

Research Resort Amenities, travel and accommodations

Member interest is usually varied with a combination of cost, amenities and convenience. Trips destinations and travel arrangements usually have a balanced triangle of these three factors as cost, quality or time. For greater cost, you get better amenities, closer to the lifts, and travel arrangements are more direct. To lower costs, the travel industry will have connecting flights, or flights into more distant airports, requiring ground transfer. Likewise, lodging slopeside will be more expensive than town lodging, and the number of people sharing facilities as well as bathrooms will affect the cost.

It is therefore important to know your audience of skiers and what their boundaries are. This again can be accomplished through evaluation questionnaires at the end of a trip, member survey feedback, input from members, Crescent Council members surveys and by dropping ideas for member consideration. Past experience has held importance on the following:

- Slopeside lodging is nice, and members like ski-in ski-out offered by many destinations;
- Every person should have a bed - living room couches in common areas are okay for a cheap weekend. but are generally not acceptable by anyone for an extended trip.
- There should be an adequate number of bathrooms proportionate to the number of people in a condo.
- Carefully look at flight times, departure cities, and connections with time intervals and evaluate their reasonableness on the cost. People do not mind some inconvenience, however there is a limit.
- Additional activities available such as snowmobiling, sightseeing, hang-gliding or parapenting invite non-skiers or beginner skiers to participate.

Analyze member interests with Accommodations

As suggested above, look at your member interest and determine whether the accommodations are appropriate to members. As resorts for specific information about beds, single beds, private rooms with a door, kitchen facilities, and bathrooms. Know where laundry and hot tubs are located.

Ask about upgrade rooms - such as rooms with additional view, consider single room rates for those who may ask.

Seek out competitive bidding from Tour Operators

It is the philosophy of the Greensboro Ski & Outing Club to seek competitive bidding from various vendors and providers for group ski and extended trip packages. This is considered the best way to get value priced trips organized and provided to club members.

During the Crescent Council annual meeting held the last weekend in April of each year, there is a trade show held on Friday evening of the conference weekend. Resorts and tour operators are available to provide information on resorts, accommodations and even discount packages.

The Extended Ski Trips committee should attend the CSC annual trade show to collect information and make contact with operators and resort representatives. There should be a review of information and discount packages to determine best destinations and rates available. Destinations input from members through surveys and feedback forms from trips taken in previous years should be considered in determining destinations.

Refer to the *Resort Information and Tour Operator Contacts* section of this document for information on Tour Operators.

Compare bid results

Compare rates and packages from various operators and consider accommodations and conveniences, and whether lift tickets, parties and meals are included. Items of importance that influence rates are:

- Air travel with major airlines
- Air departure out of Greensboro or Raleigh
- Ground Transfers included and the distances from the airport to resorts, and time of travel; Car rentals or shuttles
- Slopeside accommodations or town lodging, ski in ski out , or ski in shuttle out
- Lift tickets or meals included and the value of a daily or weekly group discount
- Number of beds available, number of bedrooms and baths and number of people in lodging accommodations

Make proposals on destinations and dates

The committee should agree on an Extended Ski Trips program for the fiscal and calendar year. The destinations and dates should coincide with the club trip offerings where it is possible:

- Crescent Ski Council trips
- Local trips weekends
- Race Program dates

It is also helpful to consider what trips are being planned by sister clubs, such as Winston Salem, NC and Martinsburg, Va who plan departures out of Greensboro. In years past, trips have been organized and coordinated with sister clubs to take advantage of group discounts at resorts for activities such as wine & cheese party, lunch on the mountain, lift tickets or side trips such as snowmobiling or day trips to other resorts.

Trip destinations should be chosen and dates planned with tour operators as the bidding process unveils best packages available. These should then be costed out in a budget strategy designed to cover expense and sell trips at group prices.

Plan budgets and make recommendations to the Board of Directors

BUDGET

There are two primary considerations involved in budgeting a trip: expense and revenue. Expense is the liability, or cost, to the club. Revenue is the amount of monies needing to be collected from participants in order to cover expense. It is the practice of the GSOC to budget trips to cover costs, or break even.

GSOC has adopted use of the *Trip Budget Form* for trip leaders to use as a financial planning tool. It provides a place holder for the breakdown of costs, or expenses, with appropriate allocation to cover associated Credit Card, administrative and trip expenses, as well as funding for party or participant items such as prizes, trinkets, t-shirts, coozies, bandanas, pole flags or neck wallets.

How to Plan the Budget

In order to plan the budget, begin with a review of the provisions of the tour operator contract. Using the *Trip Budget Form*, the following steps guide you through planning a budget:

Step 1. Determine the minimum number of participants necessary to achieve the group rate on the trip.

Step 2. Determine the overall expense to the club to offer the trip to the minimum number of participants.

Result: The amount required to complete the contract with a resort or tour operator and conduct a successful trip.

Note: It is necessary that the bid agreement and contract from the resort or tour operator outline the terms of minimum participants. Review terms of the contract for two scenarios of minimum number of participants required: (1) to maintain group rates; (2) to fill seats or pillows to achieve complimentary spots. Pay close attention to the latter: air and lodging may have a different minimum number of participants!

Contracts should be clear, easy to understand, and specify, in writing, the following:

- (1) what is specifically included in the trip;
- (2) what is not included in the trip;
- (3) the schedule (date and amount) of payments due to the provider;
- (4) associated penalty or cancellation costs or provisions if minimum sales and payments are not met.

Step 3. After the club's expense is identified for entering the contract for the minimum number of participants, determine whether any additional provisions will be added to the trip over that which is included in the tour operator contract. For example, if a ski trip includes air, lodging and ground transportation, you may want to include lift tickets. Subtotal the expenses (the cost of the contract plus the expense of additional provisions).

Step 4. Using the subtotal, add in the 4% of the total expense for credit card and \$ 1.00 per participant administrative cost. The amount of credit card and administrative cost has been determined as an acceptable guideline for GSOC to ensure that we have adequately covered expenses of offering the trip. Then add in the individual cost of any items, such as trinkets, bandanas or neck wallets each participant will receive. (This step should be completed before considering any trip leader complimentary discounts. See the section below on Trip Leader Complimentary Provisions in the Budget.)

Result: This will give you the amount of overall EXPENSE of the trip to the club.

Step 5. Divide the total amount of overall expense by the minimum number of participants.

Result: This will give you the amount or COST to cover the contract and administrative expenses required to break even.

Step 6. Round the amount, or cost of the trip to participants to the next practical dollar amount to determine the trip PRICE. For ease in marketing the trip and accurately collecting the club revenue to pay for the trip, it is best not to try to collect small increments of change. For example, if the trip projected budget per participant is \$ 836.10, round the price of the trip to \$ 840.

Result: This will give you the PRICE of the trip – the amount participants will pay for the overall trip package.

Trip Leader Complimentary Provisions in the Budget

When planning the budget and evaluating the price of the trip, consideration may be given to trip leader expenses and trip leader complimentary discounts. As a general rule of thumb it is wise to calculate the PRICE of the trip without taking trip leader comps into account. In many extended trips contracts, tour operators have provided for air or lodging discounts or complimentary spots based on a minimum number of sales.

As of October, 1999, it is GSOC policy to permit trip leader complimentary discount as follows:

Trip Leaders, Event Coordinators are eligible for Full Comp as long as the trip/ event is budgeted and the trip is successful.

For further explanation on the rationale used in this policy, refer to the *Special Board meeting minutes dated October 12, 1999*. Using whatever subjective choice makes the best logical sense with which to market the trip, consider the question "what will a person pay for this trip?" If the PRICE of the trip is very low, or reasonable without calculating the trip leader comp, then it may be reasonable to leave it out of the calculation in determining the PRICE. However, it is possible the trip leader comp is NOT included in the contract, in which case, you may want to go back to the budget and add it in. Caution: Try to NOT add to the COST of the trip when the budgeted PRICE no longer achieves the benefit of having a group rate, or jeopardizes the marketability of the trip.

Since it is GSOC policy to offer trips at the best group prices, our philosophy is to cover expenses and insulate from liability or risk of loss. Discretion is exercised so we do not generate excessive profits or to increase the price of the trip so they are no longer in range of group price.

Managing the Budget

Once the cost of the trip is determined, and the price of the trip to participants, the trip leader manages the trip. The trips director and committee chair oversees the progress and success of the trip, and ensures that the budget has covered anticipated expenses, that the minimum number of participants will be achieved and that contract provisions can be met securely within the required time. It is important if the trip does not appear to sell quickly that cancellation deadlines are closely monitored so the club does not risk losing money.

PAYMENT SCHEDULE

Equally important to the budget of the trip, is the payment schedule. Since the Club usually advances a deposit to the tour operator, the initial sign up cost of the participant should initiate recovery of the debited funds as quickly as possible to achieve a positive balance in the trip account. Then, the participant payments made toward the total PRICE of the trip should be collected in payment increments consistent with the timeframe to set up the funds in the account before the due date of payment to the provider. That way, a

positive balance can be maintained in the club's trip account and there is adequate cash flow to continue to make payments of the EXPENSE to the tour operator on schedule.

CANCELLATION PRACTICE

Trip cancellations by participants can severely disrupt the balance of time, cost and quality you have carefully built in to your trip, depending on WHEN the cancellation occurs in the process. Most tour operators have clauses that require absolute contract performance, i.e., payment of monies for reserved spots. Because you may encounter contract liability, the club must pass the liability on to the participant who cancels, or creates the risk or obligation.

WHEN CANCELLATION OCCURS

Early cancellations, if made during trip sign-up, allows a trip leader ample "recovery" time to continue to market the trip, make contract changes, or adjustments within proper timelines. Usually, a vacancy can be filled or a spot dropped in the reservation.

Cancellations which occur after contractual agreements are entered and timelines begin to pass create more challenges. If there is a wait list, a cancellation may not impact the contractual obligation of the club. However, it may impact the group of participants who have signed up since the trip leader must make decisions about lodging, rooming assignments, extra activities and group discounts, the itinerary and other facets of the trip.

Cancellations which occur close to the time of the trip departure create the most risk of expense or change required, especially if airline ticketing has been completed and hotel rooms purchased. The closer the time narrows to the departure date, the higher the risk becomes in your ability as a trip leader to avoid penalties associated with cancellation. At a minimum, there may be additional costs associated with making the change, such as an airline change fee and the Fed Ex mailing postage to mail tickets for change.

A NEED FOR CANCELLATION GUIDELINES

It is paramount that a cancellation policy exists for sign ups on Extended Ski Trips. Since contracts and commitments must be made months in advance, and deposits place to secure reservations for airline seats and pillows in lodging, the GSOC is bound by contractual agreement to third parties. Deposits are usually required in advance and it is essential that routines and policies encourage member commitment and responsibility early in the sign-up process.

It is recognized that unforeseen circumstances such as illness, family concerns or business needs occur that require people to change their plans. The hope of the GSOC in offering trips, is that noone loses a significant amount of monies due to cancellation. However, there must be a balance between the risk the club assumes and the risk, or responsibility of the individual planning to go on the trip.

Therefore, the Board of Directors has established that trip leaders should be given guidelines for managing cancellations of trips. Cancellation guidelines accomplishes the following:

- Lends credibility to the GSOC to engage in contractual agreement with outside vendors and tour operators
- Allows the GSOC trips committee to minimize and monitor risk to the club of potential monetary loss
- Inform participants of their participation requirements and potential risk before they sign up to go on a trip
- Allows the GSOC trips committee to plan and more accurately predict the participation of club members
- Generates sign up of only sincere participants, and therefore supports the trip leader's ability to manage the contract provisions with the third party vendor, including the affect on other participants or interested candidates who may want to sign up for the trip
- Invokes commitment and binding agreement of the participant to the trip while it allows some flexibility for trip leaders to make decisions based on extenuating circumstances

CANCELLATION GUIDELINES FOR TRIP LEADERS

Cancellation guidelines are published in the Directory and on the Trip Application Form. This serves as notice to individuals desiring to sign up for a trip, that a potential risk of losing money in the event of cancellation may occur. In the interest of uniformity, and in the integrity of the trips program, it is wise to implement the guidelines as they are recommended. In most situations, trip leaders will find significant advantage in keeping harmony with their participants and in managing their trip accounts to adhere to the guidelines. They are written from years of experience and a wise person can benefit in learning from those who went before them.

When a cancellation occurs, a trip leader should review the facts or information of any extenuating circumstances presented by any member who is required to cancel trip participation, including the date and reason for cancellation. Other factors such as the impact on the trip budget, whether the spot can be resold, or cost to the club should be taken in to consideration. In some situations, cancellation may mean a single person occupancy increases cost of the pillow.

Although the Board has delegated the authority to make a decision about refunds when managing a trip account, the trip leader should discuss the matter with the Extended Trips Committee Chair, or Board member where deviation from guidelines should be considered.

LATE PAYMENT GUIDELINE

Like the cancellation guidelines, there are provisions made for trip leaders to deal with payment collection concerns. The Board of Directors has empowered the trip leaders to address late payments or outstanding balances by providing the set of guidelines for trip leaders to follow.

Since the Extended Ski Trips program often involves payments to resorts and tour operators in amounts of thousands of dollars, it is advisable that all participant

payment schedules coordinate with the payments due in the terms and conditions of the contract. Participant scheduled payments should be scheduled such that all monies to be paid out are deposited into club accounts first.

In order to ensure that payments are made to the club in a timely manner, it is most effective to enforce a late payment fee. This has been successful in the past. Members do not seem to mind a late fee when the rules are stated up front. On the other hand, it motivates almost everyone to pay on time and saves the trip leader many follow up phone calls and lots of frustration in processing deposits to the club Treasurer (since this usually has to be coordinated, too).

On some Extended Ski Trips, a \$ 25.00 late fee is assessed and due immediately with any payment made by a participant later than the due date. Few late payments need to be collected, since this practice usually prompts members to comply with pay schedules. Secondary advantages to this practice are the amount of follow up calls required by trip leaders to collect unpaid balances. There is nothing more frustrating to a trip leader than an individual who does not pay when payments are due. In some cases, an outstanding payment poses the question whether the participant is in fact truly planning to go on the trip. The trip leader cannot wait to find that out and should not be placed in a situation of waiting to see if a cancellation is about to occur late in the trip planning process.

The late pay guideline may be implemented at the trip leader's discretion, but is certainly worth setting down in writing when the individual signs up for the trip. You'll be glad we included it on the *Trip Application Form*.

FINANCIAL PROCEDURES

Financial procedures have been developed for the planning and administration of trips. See the attached *Financial Procedures for Ski Trips* document. Forms to be completed by the Extended Ski Trips Director and trip leaders include:

- *Trip Budget Form*
- *Final Budget/ Actual Account*
- *Sign Up Form*
- *Check Request Form*
- *Summary of Deposits and Check Requests*

Interview and Select Trip Leaders

When individuals sign up to go on a GSOC trip, they expect more than an administrative person processing their paper work. They expect to be able to ask questions and rely on the expertise or experienced opinions of a trip leader. Therefore, GSOC wants to select trip leaders based on their club standing, ability to lead a group, and experience or expertise in the general field they are leading. The following ideas should be considered when selecting a trip leader for GSOC ski trips.

Trip leaders must be a member in good standing. Trip leaders should be experienced. Experience should include prior experience in leadership – whether a local ski trip or outing. Experience should include prior experience in participating on a ski trip to a similar destination – if it is a western trip, then experience to a western destination.

Trip leaders should have leadership, organizational and interpersonal skills, ability to handle a budget and expenses, ability to lead a group

If an adequate number of people volunteer to help out on trip planning and leading, then it is not usually necessary to invite additional volunteers. The committee should be open to consider anyone who meets membership and experience eligibility requirements, and make recommendations as to an individual ability for leadership. It is the responsibility of the Trips Director to ensure that new trip leaders are mentored by experienced trip leaders to aid in development of skills for leadership. Anyone who volunteers to help out, and does not meet requirements may be considered as a helper to be mentored by one more experienced trip leaders.

All trip leaders must be approved by the Board of Directors.

It is the responsibility of the Extended Trip Director to hold a preseason meeting, preferably sometime in June, with Trip leaders who have been approved to lead Extended Ski Trips. The meeting should cover discussion of the following:

- club policy, procedure, resort contract provisions and local trip leader guidelines. (See *Extended Trip Leader Checklist*).
- providing and familiarizing trip leaders with forms to be used for trip sign ups, financial procedures, trip application and release of liability statement, terms and conditions, and cancellation policy and procedures.

The Extended Trip Director and committee chair will help trip leaders organize a full itinerary for each extended ski trip, continue to monitor trip progress and implementation, and to take corrective measures wherever necessary.

Prepare news media coverage on trips

It is effective to publish a slate of trips in the May or June newsletter to announce destinations and dates of upcoming winter ski trips.

When:

The newsletter is edited during the third week of the month and published during the last week of the month for distribution. It is usually mailed the week before the membership meeting.

All newsletter articles must be written and submitted to the Editor by the Membership Meeting preceding the month in which the newsletter is published. See Media and Newsletter Activities for more information.

What:

News articles should briefly describe the features of the trips. The following items should be included in the newsletter:

- Trip destination
- Trip dates
- Trip PRICE to participant – Member and Non-Member rates
- What's included in the trip
- What's not included (and if you know the price and what's available)
- Whether air or land package options are available
- What is featured, or unique about the trip
- Who to contact, and contact information

Make proposals for Trips Policy, Procedures

During your experience as Director, committee or Trip Leader, you will encounter a variety of experiences that affect the way trips are planned, organized or conducted. Some will be negative, some positive, experiences. When situations occur that can be improved by new processes or policy, then it is expected that you would be able to make recommendations for change. Procedures and policy which affect the overall philosophy of club operation should be submitted to the Board of Directors for review. If they are simply procedural in nature, then it is best to implement routines to get the job done.

Trips procedures have been developed, written and published by the Extended Ski Trips Director in conjunction with the Treasurer. These currently include the following:

- Extended Trip Director Responsibilities
- Extended Trip Leader Checklist
- Financial Procedures for Ski Trips, including forms

Procedures should be reviewed periodically for applicability to current club practices. Changes and updates should be prepared and reviewed with trip leaders.

Trips policies should be proposed and approved by the Board of Directors. Examples of trip policy includes:

- Member and Non-member status on trips
- Budget philosophy in pricing trips (whether break-even or for profit)
- Cancellation policy
- Waivers that must be signed by each participant

Remember, all budgets and trips must be approved by the Board.

Mentor trip leaders

The GSOC not only welcomes, but encourages volunteers to suggest and conduct club activities. Many people who are willing to get involved in leadership of club events and trips want some direction in how to perform their duties.

It is also recognized that leadership is important to the effective planning, organizing and delivery of professionally-designed and executed trips. In order to ensure leaders of Extended Ski Trips meet experience requirements which contribute to the professionalism of trip leadership, and to allow for volunteers to get involved in learning how to be effective leaders, it is our policy to mentor new leaders by pairing them

Monitor trip progress and implementation

Extended Ski Trips Director and committee chair should monitor all participation activity at strategic intervals during the planning, advertising, and sign-up process to ensure that trip leaders fulfill requirements, and that contract and financial commitments are maintained. This includes review of periodic Financial reports and participant sign ups.

It is important to review the contract commitments, deadlines, and trip activity so cancellation of seats or pillows may be made, if necessary, within specified contract dates, and that payments are made on time, and that the GSOC does not get in to loss or penalty situations.

TIPS on Conducting Extended Ski Trips Committee Activities

Forms for the ease in planning, processing and managing extended ski trips have been created. Use these forms: *Trip Application, Budget, Sign-Up Sheet, Deposit and Check Requisition Forms*

- Ensure the sign-up process and member applications is easy to do and is organized for a trip leader to be available to sell the trip, and answer questions, and for someone to just handle applications and sign ups.
- Make *Trip Applications* available – provide a copy in the newsletter so they can be easily obtained by interested participants, completed and mailed in to trip leaders with payments.
- Provide membership lists to trip leaders to verify club membership.
- Ensure that the process of maintaining participant information is up to date - including roster of Extended Ski Trips by names, payment schedule, and amount paid
- Ensure distribution of information about the trip, payment procedures and timelines
- Carry the basic facts with you at all times, so you will be ready to market your trip to anyone who asks

Tour Operators, Resort information and contacts

CRESCENT SKI COUNCIL OPERATORS

The following Tour Operators have been designated as official travel agents of the Crescent Ski Council: It has been a long-standing practice of CSC to continue to use LTA for their western trip destinations. The Steamboat Race Camp held in December each year is coordinated through LTA. However, it is the feeling and opinion of many CSC member clubs that competitive bidding should be a part of the western trips program, and it is expected that CSC may entertain bidding for trips in 2000-2001.

<i>Tour Operator</i>	<i>Contact</i>	<i>Phone</i>
Little Travel Agency (LTA) 1418 East Blvd. Suite G Charlotte, NC 28427	Dave Owings	800 338-3757

It is within the CSC policy on winter trips for member clubs to utilize other tour operators for trips. In fact, during the past 3 years, CSC has invited several tour operators to the Spring Convention at the Beach in April.

GSOC TOUR OPERATORS

The following tour operators have been contracted to provide extended trip activity for the GSOC trips during 1997 – 2000.

Holidaze has conducted a trip every year for GSOC, including Europe trips to Austria and to Switzerland. We are very pleased with the professionalism of their choices and their affiliations. SportsAmerica conducted one trip for us, led by Steve Barker, to the Summit, CO for a small group. One disadvantage of using them, is their affiliate flights out of Raleigh, instead of Greensboro. Moguls has conducted several trips for us to Lake Tahoe (led by Howard Tilley in 1998), by George Nauman (Vail in 2000) and Lake Tahoe in 2000 (led by Linda Pickl and Emily Wilson).

<i>Tour Operator</i>	<i>Contact</i>	<i>Phone</i>
HOLIDAZE Ski Tours	Bob McErlean	800 338-3757
Moguls (formerly Tortuga Express Tour Co.)	Sandy Gaudette	800 500 2754
Sports America Tours	Mike Hubbard	800 876-8551

This section can be used to add tour operators willing to provide bids. It is becoming increasingly popular to use the internet for the bidding process, and e-mail is the vehicle for passing information in early stages. We have not selected these providers:

<i>Tour Operator</i>	<i>Contact</i>	<i>Phone</i>
Any Mountain Tours		800 468 3455
Mountain Vacations	Sheila	800 SKI 9054
Central Holidays		
K&M Ski Vacations		